

POST-PUBLIC ACCOUNTS COMMITTEE MEETING UPDATE REPORT

- Issue:** Approval of adjustment to Financial Controller's remuneration package.
- Details:** Doubts were raised as to whether MFIN's approval for increases in employees' allowances is required, and if so, whether such approval was granted in the case raised by the NAO Auditors in their 2014 audit of the Malta Council for Science and Technology.
- Explanation:** Being a public sector entity, the Malta Council for Science and Technology falls under Directive 7¹, which supersedes the Public Administration Act, and all circulars related to the subject, issued prior to its publication.

Directive 7 was issued by the Principal Permanent Secretary in February 2014, with a trial implementation period extending until 31 May 2014. During this time, entities could have their organisation and salary structure approved by PACBU.

The Malta Council for Science and Technology's salary structure includes the possibility of granting a maximum total of 30% of the basic salary in allowances. This has also since been approved by PACBU.

The increase in the Financial Controller's allowance was made in March 2014, during the above-mentioned trial implementation period.

Article 3.3 of Directive 7 specifies that internal restructuring, under which this increase in the Financial Controller's Allowance was approved by the Executive Chairman, "is to be left completely to the discretion of the top management of the Public sector entity"². Furthermore, not only does MFIN not need to approve such internal restructuring, but the entity does not even "need to obtain approval from the Permanent Secretary".

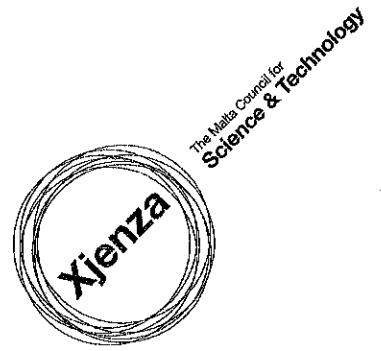
The Malta Council for Science and Technology therefore proposes that the Executive Chairman was within his rights to review the Financial Controller's remuneration package in order to bring it in line with that of the other directors, without requiring MFIN's approval.

¹ Annex 1

² Annex 1: Page 6



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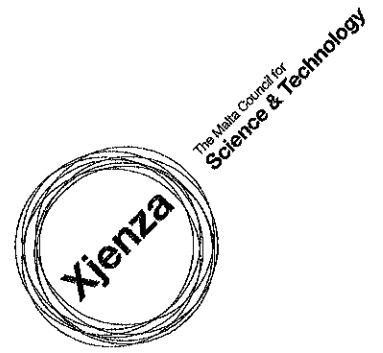
Issue: Collection of Research and Innovation data by National Statistics Office.

Details: A question about why the National Statistics Office has not presented any Research and Innovation-related data in recent year was raised.

Explanation: We have been informed that the National Statistics Office is currently collecting R&I-related data in order to publish the 2014 statistics.

Il-Kalkara, 11 April 2016

Dr. Jeffrey Pullicino Orlando
MALTA COUNCIL FOR SCIENCE AND TECHNOLOGY
Executive Chairman



ANNEX 1

Directive 7 Manual



Manual for Public Sector Entities

Delegation of Recruitment Approval

**Version 03
May 2014**

**Manual for
Public Sector Entities:
Delegation of Recruitment Approval**

The first version of this manual was developed by
the Management Efficiency Unit (MEU) in January 2014.
Further updates shall be carried out by the Public Administration HR Office (PAHRO).

Should you have any comments or queries kindly contact PAHRO.

Table of Contents

Definitions and Acronyms.....	ii
1. Introduction.....	1
2. Scope of the Manual.....	2
3. Use of the Manual	3
3.1 To which entities is the Manual applicable?	3
3.2 When is the Manual to be followed?	4
3.3 Internal Recruitment	6
4. Legislation.....	7
4.1 Horizontal Legislation	7
4.2 Other Legislation	8
4.3 Public Service Management Code	8
5. The Recruitment Procedure	9
5.1 The Role of the Permanent Secretary.....	9
5.2 The Role of PAHRO	10
5.3 The Role of PACBU (PAHRO)	11
5.4 The Role of MFIN	11
5.5 The Role of IPSL	12
6. The Revised Procedure.....	13
7. Conclusion	17

Definitions and Acronyms

CEO	Chief Executive Officer
EIRA	Employment and Industrial Relations Act
ETS	Employment and Training Services
FDRS	Financial Data Reporting System
HoE	Head of Entity
HR	Human Resources
HRM	Human Resources Management
IPSL	Industrial Projects and Services Limited
Manual	Manual for Public Sector Entities: Delegation of Recruitment
MFIN	Ministry for Finance
OPM	Office of the Prime Minister
PACBU	Public Administration Collective Bargaining Unit
PAHRO	Public Administration Human Resources Office
PS	Permanent Secretary
PSC	Public Service Commission
PSMC	Public Service Management Code
Public Sector entity	For the purpose of the Manual, a Public Sector entity refers to an organisation, not being a government department, which has a distinct legal personality and is authorised by law to recruit and enter into contracts.
Remuneration Package	Remuneration package includes the entire financial package paid to an employee, including the salary, allowances and fringe benefits.
Top Management	For the purpose of this Manual, top management refers to the Executive Chairperson or Chief Executive Officer and the next level within the Organisation Structure.

1. Introduction

Human resources (HR) are critical resources for any organisation, and the public administration is no exception to this. The way HR is managed (HRM) determines the performance of the public administration and thus its effectiveness. Moreover, the public administration workforce constitutes a significant percentage of Malta's total workforce. Recruitment is thus an inevitable HR function.

Public Sector entities, together with the Public Service, are key organisations in the administration of Government and are entrusted with important functions including the provision of essential services and acting as regulators.

Chairpersons, Chief Executive Officers (CEOs) and members of Boards are expected to maintain good governance in running these entities in the most effective and efficient manner whilst giving good value for money for the public funds.

It is in this spirit that Office of the Prime Minister through Directive 07 delegates certain powers of recruitment to Public Sector entities and their Permanent Secretaries. Transferring resources and competencies nearer to the points of service delivery, and consequently HR decentralisation, is a major trend in public administration modernisation.

When a Public Sector entity is faced by a vacancy, the vacancy may either consist of a replacement i.e. following termination of an incumbent or a new vacancy. A vacancy may also either be in an existing position, such as in the case of replacement, or in a new position. One way of managing change is to adopt a phased in approach. The first phase of the decentralisation mainly focuses on replacements and new vacancies in an existing position which are covered by a Collective Agreement or PACBU approval.

2. Scope of the Manual

The scope of this Manual is to guide Public Sector entities, when they are recruiting under the delegation given to them by virtue of Directive 07.

It is not the intention of the Manual to give detailed information on the whole recruitment procedure and on all types of recruitments, but solely on the processes that are impacted by the delegation. This is explained further in **Section 03** of the Manual which describes in detail which entities fall under the scope of the Manual and thus will follow the revised procedures under the devolved scenarios as presented in **Section 06**.

It is neither the intention of the Manual to override the employment laws and regulations in force in Malta or the laws and regulations by which certain public entities are regulated. An overview of such laws and regulations is provided in **Section 04** of the Manual.

Although the Manual is mainly intended for the Public Sector entities specified in **Section 03**, in **Section 05** the role of the key entities involved in the recruitment procedure is elaborated further. Thus, **Section 05** may be useful to both the Public Sector entities and the other key players.

3. Use of the Manual

3.1 To which entities is the Manual applicable?

1. All Public Sector Entities set up by Government
2. Entities which have all designations and relative salaries and/or benefits/allowances regulated by a Collective Agreement and/or Agreement with PACBU; and
3. Entities that have annual/financial payroll budget approved for the proposed recruitment.

IMPORTANT

Under the above circumstances, and subject to the required approval from the respective Permanent Secretaries, this delegation is applicable even in cases where this would result in an increase in headcount of the entity.

This Manual is applicable to the following Public Sector entities:

- where all the members of staff, excluding top management* are regulated by a collective agreement which includes provisions on the whole remuneration package i.e. salary, allowances and fringe benefits;
- where all the members of staff, excluding top management* are regulated by a collective agreement OR an established organisation structure and salary package (including the whole remuneration package) approved by PACBU; and;
- entities whose all member of staff, excluding top management* operate within an established organisation structure together with a structured salary (including the whole remuneration package) approved by PACBU.

* That is CEO, or equivalent topmost position, and one level below.

IMPORTANT

In all case of entities the financial package stipulated in the collective agreement or agreement with PACBU is to be offered to those persons being recruited. Thus, allowances and / or other benefits not stipulated in the collective agreement or the agreement with PACBU cannot be offered unless prior special permission is granted from PACBU.

In all the above cases, the annual manpower planning and hence capacity building exercise (if required) and the budget which is to be allocated for human resources requirements is to form part of the holistic process of preparing the budget for MFIN's approval, as described further in **process 01** found in **Section 06**. In the event that a public sector entity does not follow this process, such entity would need to seek *ad hoc* financial approval.

This Manual is not applicable to the entities of which the recruitment process is already decentralised which are listed below:

- Central Bank of Malta;
- Malta Stock Exchange;
- University of Malta [academics and non-academics];
- MCAST [academic staff only];
- Institute of Tourism Studies [academic staff only];
- Office of the Ombudsman;
- Office of the Commissioner for Data Protection;
- Broadcasting Authority;
- National Audit Office; and
- Local Councils.

3.2 When is the Manual to be followed?

This Manual is to be followed by the above mentioned Public Sector entities in the event that recruitment is going to take place, through an external call, for:

1. an EXISTING* position to replace someone in the same position and with the same conditions (i.e. there is no increase in headcount and expenditure);
2. an EXISTING* position (not a replacement) regulated entirely by a collective agreement or agreement with PACBU, even if this constitutes an increase in headcount; or
3. an EXISTING* position (not a replacement) not entirely regulated by a collective agreement or agreement with PACBU but for which approval has already been obtained from MFIN and PACBU for the budget and the financial package attached to such position, even if this constitutes an increase in headcount.

* Existing to mean positions included in the Collective Agreement or PACBU approved.

In the above cases, approval of the Permanent Secretary is required as per **process 03**.

In the case of **EU funded positions** it is important to note that although these have now also been delegated, and thus do not require approval from PAHRO, **the entity is to directly seek the**

endorsement of the Ministry responsible for EU Affairs by forwarding the relative vacancy form, duly endorsed by the Permanent Secretary responsible for the entity, together with any relative documentation requested by the MEAIM.

This Manual is also not applicable in the following circumstances:

1. when recruitment is taking place for the CEO or other top management positions (often not regulated by a Collective Agreement). For the purpose of this Manual, top management refers to the Executive Chairperson or Chief Executive Officer and the next level below within the Organisation Structure. **In the case of these particular position levels, only financial clearance is to be sought from the MFIN regarding the all-inclusive salary financial package ;**
2. when a Public Sector entity is recruiting for a new position (non-existing) within the entity which is not regulated by a collective agreement or the agreement with PACBU;
3. when the entity has not budgeted correctly or not at all for the recruitment and thereby additional funds have to be approved by MFIN;
4. when the vacancy in question has attached to it the payment of *ad hoc* allowances not covered by the Collective Agreement or PACBU approval;
5. where a position is being filled externally, in anticipation of, and/or in replacement to a vacated position arising as a consequence of the secondment of a Public Sector employee with the Public Service; unless otherwise sanctioned by OPM;
6. where a position is being filled externally, in anticipation of, and/or in replacement to a vacated position arising as a consequence of the revocation of detailing/deployment of a public officer with a Public Sector entity; unless otherwise sanctioned by OPM; and
7. redeployment in terms of Article 15A of the Employment and Training Services Act (when an employee moves from a Public Sector entity to another).

In the above mentioned circumstances, the centralised procedures will remain applicable.

With respect to the first four (4) circumstances more information on the current procedure can be found in Section 1.5.5 of the Public Service Management Code (PSMC) which can be viewed on www.pahro.gov.mt.

Sections 1.5.1 - 1.5.4 of the PSMC provide information on deployment and detailing and Section 1.5.6 of the PSMC concerns the redeployment in terms of Article 15A.

3.3 Internal Restructuring and Promotions

Internal restructuring and promotions, subject to 3.1 above, are hereby being totally decentralised and **left completely to the discretion of the top management of the Public Sector** entity as long as the overall parameters included in the Collective Agreement or agreement with PACBU for the particular position are followed and the budget is available.

This implies that the Public Sector entity in case of internal restructuring and promotions which do not involve the creation of new positions which are therefore not included in the Collective Agreement or agreement with PACBU (and which will not result in an increase in headcount), **does not need to obtain approval from the Permanent Secretary** (as indicated in process 03). In such cases, the entities are to keep the respective Permanent Secretary informed.

IMPORTANT

As much as possible public sector entities are advised not to create new positions which are not covered by the Collective Agreement or agreement with PACBU.

4. Legislation

4.1 Horizontal Legislation

Recruitment with public entities is regulated by the following provisions:

- a. The Constitution of Malta Article 110 (6):

“Recruitment for employment with any body established by the Constitution or by or under any other law, or with any partnership or other body in which the Government of Malta, or any such body as aforesaid, have a controlling interest or over which they have effective control, shall, unless such recruitment is made after a public examination duly advertised, be made through an employment service as provided in sub-article (2) of this article”.

- b. The Employment and Training Services (ETS) Act (CAP 343) Article 15 (1):

“All employees required by the Government of Malta from outside its service or by any body corporate or company referred to in subsection (6) of section 110 of the Constitution whether these are, in each case, employed on a contract for a specified time or for an indefinite period, shall, save as prescribed in the Constitution and in subsections (2) and (3) of this section, be recruited through the employment service provided by the [Employment and Training] Corporation”.

- c. In case of recruitment of foreigners, ETS Act Article 15 (2) applies:

“Where the recruitment of employees by the Government or any other employer to which subsection (1) of this section refers is in connection with the employment of ... persons engaged from outside Malta ... the Corporation may cause or authorise recruitment, whether through referral by it or otherwise, under such conditions or in such manner as the Corporation may deem appropriate”.

- d. The Employment and Industrial Relations Act (EIRA) (CAP 452):

As a general rule, employees in both the private and Public Sector are covered by the provisions of the EIRA (CAP 452). Moreover, national standard orders and sectoral regulations orders, as issued by government are applicable to all employees both in the private and public organisations.

4.2 Other Legislation

In most cases recruitment by entities is regulated by the Act setting them up which also determines the functions and powers of the entity. For example the Malta Enterprise Act (CAP 463) Article 18 (1) stipulates that:

“The Corporation may employ, on such terms and conditions as the Board may determine, such number of persons to be members of staff of the Corporation, as it may consider necessary for the proper performance of its functions...”

Similarly, the Water Services Corporation Act (CAP 355) Article 36 states that:

“The Corporation shall appoint and employ... such officers and other employees as may from time to time be necessary for the due and efficient discharge of its functions...”

The Authority for Transport in Malta Act (CAP 499) Article 7 (1) stipulates that:

“Subject to the provisions of the Constitution, any other enactment applicable thereto, and without prejudice to the other provisions of this Act, the employment and appointment of officials and other employees of the Authority shall be made by the Authority and the terms and conditions of their employment and appointment shall be established by the Authority with the concurrence of the Minister.”

4.3 Public Service Management Code

The regulations concerning the employment of Public Service employees are governed by the PSMC, formerly known as the *Estacode*, a series of circulars issued by the OPM and enforced by the Public Service Commission (PSC). Notwithstanding, there are certain provisions which are also applicable to Public Sector entities such as Section 1.5 entitled Public Sector Resourcing and which has been referred to earlier on in this Manual.

5. The Recruitment Procedure

Many OECD countries are now moving towards a model of HRM whereby major decisions regarding HR are delegated from a central HRM body to line Ministries and departments, although due to financial pressures, the general management of the overall pay systems remains centralised in the majority of countries. As HRM authority is delegated, the role of the central HRM authority, is also changing to one of setting minimum standards and formulating HRM policies and strategies rather than implementing them.¹ The revised procedure presented in **Section 06** follows this model. Below, the role of the main players under this devolved scenario is explained further.

5.1 The Role of the Permanent Secretary

Since Permanent Secretaries are charged with the day to day running of a Ministry and are responsible for the overall coordination of the activities of the respective line departments, agencies and entities that fall within their portfolio, they play an instrumental part in this holistic exercise; first by evaluating and prioritising the requests received from the core Public Service departments and units, as well as the Public Sector entities that fall within their remit. Their approval for employment has therefore to be sought by Public Sector entities prior to engaging in the external recruitment process.

Public Sector entities together with their respective Permanent Secretaries should before deciding whether to seek a new position or replace employees who retire, resign, or avail themselves of family friendly measures, consider all the options.

External recruitment may at times be avoided by implementing re-structuring / re-organisation of work or by re-engineering work processes, or internally by giving underutilised existing human resources re-training / re-skilling programmes to maximise their potential.

The national target of maximising the human resources at the disposal of Ministries is achievable so long as one critically evaluates the current resource allocation, ensures further synergy of processes, eliminates duplication, shares logistical support, intra- as well as inter-Ministry, furthers consolidation of back-office work in Gozo, monitors sick leave, improves discipline, together with a myriad of other small steps that, when taken as a whole, can make a substantial difference.

¹ *Government at a Glance 2011 – OECD*

Thus, as indicated in **Process 03** which is presented in **Section 06**, the Permanent Secretary is first to decide whether a vacancy can be filled from within the same Ministry. In the event that a suitable person is identified to fill such vacancy, the applicable process of detailing, deployment or re-deployment through PAHRO is triggered. As indicated earlier on, the current procedures are to be followed in such circumstances.

If there is no one available from within the Ministry, the Permanent Secretary is to check whether the Industrial Projects and Services Limited (IPSL) has someone available to fill in the particular vacancy. IPSL would have already informed the Permanent Secretaries in case there are employees available to fill in other vacancies (refer to Section 5.5).

The Permanent Secretary will therefore approve the recruitment through a public call after discussions with the top management of the entity in order to ensure that the vacancy cannot be filled in through internal restructuring of staff, or redistribution of work. Following which the Permanent Secretary as explained above would have evaluated if the vacancy can be filled in through intra-Ministerial deployment, or by engaging IPSL staff.

At the end of the process, when a vacancy is filled, the Permanent Secretary is copied in the email whereby the Public Sector entity informs PAHRO accordingly. At this stage, the Permanent Secretary is to make sure that the HoE has recruited within the approved parameters by MFIN (budget).

5.2 The Role of PAHRO

In line with the model presented earlier on in this section and with the Public Administration Act (PAA), whereby it is stated that PAHRO's function is "to provide a framework that enables ministries and departments to manage their human resources in the most effective manner", under the devolved scenario PAHRO will assume a role of a more strategic nature.

Appendix 02 includes the eligibility criteria for the Public Service (e.g. qualifications required) issued by PAHRO. Although Public Sector entities are **not obliged** to follow these criteria, these have been included in the Manual to serve as **guidelines** for those entities that have not yet established their own eligibility criteria.

At the end of the process, when a vacancy is filled the HoE informs PAHRO accordingly. If PAHRO observes an irregularity they are to alert the Permanent Secretary immediately.

PAHRO will still continue to monitor and approve the recruitment of public sector entities not included in **Section 3.1** and in the case of circumstances referred to in **Section 3.2** above.

5.3 The Role of PACBU (PAHRO)

Although the recruitment process is being delegated back to the Public Sector entities, collective bargaining will remain centralised and the current role of PACBU (PAHRO) will remain unchanged.

In the case of entities which do not have a Collective Agreement with their employees which stipulates clearly the salary structures, allowances and fringe benefits payable to the said employees, or where the Collective Agreement does not cover all employees (excluding top management) the Heads of the Public Sector entities **have to contact** PACBU for approval of the recommended salary structures i.e. the full remuneration package (salaries, allowances and other fringe benefits) covering three consecutive years or the duration of the current Collective Agreement in respect of a number of positions within the respective entities (refer to **Process 02**).

PACBU reviews the request from both an HR and a financial point of view and communicates its decision to the HoE copying in the Permanent Secretary and MFIN.

5.4 The Role of MFIN

For this delegation to be a success, it is very important the Public Sector entities take the yearly HR budgeting process seriously and as much as possible ad hoc requests during the year for MFIN to increase the HR budget must be avoided.

Keeping the present budget in mind, a fresh HR budget should be prepared annually after making due adjustments. These adjustments can be upwards or downwards with respect to each item included in the budget on the basis of their HR Strategies.

As indicated in **Process 01** which is presented in **Section 06**, the Heads of the Public Sector entities are to contact MFIN, through their Permanent Secretary, with their capacity requirements for an annual approval of the budgetary requirements to fulfil such capacity as part of the annual budgeting process. MFIN reviews the request for approval and communicates the decision to the HoE copying in the Permanent Secretary.

Entities are to be guided by the relevant annual budget circular issued by MFIN.

As also outlined in **Process 03**, whenever the HoE submits a "Vacancy Form I – Public Call" to the Permanent Secretary, the HoE copies MFIN (and PAHRO) in the email. At the end of the process, when a vacancy is filled the HoE informs PAHRO accordingly copying in MFIN.

MFIN could still keep tabs on the HR Budget by accessing their financial Data Reporting System (FDRS) which includes the Monthly Income and Expenditure Reports of Public Sector entities.

If MFIN observes a financial irregularity they are to alert the Permanent Secretary immediately.

5.5 The Role of IPSL

One of the main functions regulating the setting up and the role of IPSL as a company was the absorption of workers that were made redundant following the closure of such organisations as Malta Shipbuilding, Malta Shipyards, Malta Drydocks, MDC, Sea Malta, IPSE, METCO and recently Kalaxlokk Co. Ltd. Therefore on a quarterly basis IPSL will distribute an expression of interest to all IPSL staff to check whether anyone is interested in any vacancies arising with other entities within the Public Administration. IPSL will inform the Permanent Secretaries accordingly.

6. The Revised Procedure

Prior to 2005 Public Sector entities had complete authority on the recruitment processes. However, in 2005, new procedures were introduced the aim of which was curtailing and reducing the size of the Public Sector through the better rationalisation of available resources and more control on the number of persons being employed in the Public Sector and the pay packages that they were being offered. Research has indicated that this aim was now fulfilled and therefore it has been decided that Public Sector entities will be given back the mandate and responsibility for recruitment.

However, Government's aim to curtail Public Sector employment still prevails and therefore certain conditions such as engaging staff on IPSLs books and endeavouring to redeploy persons that might be underutilised elsewhere in the Ministry (or elsewhere in the Public Sector) will still prevail.

The new modus operandi in this devolved scenario is further developed in this section of the Manual.

Process 01. Obtaining Approval from the Ministry for Finance (MFIN)

Overview of process & remarks

Step 1: The Head of Entity (HoE) submits by email the projected capacity requirements for a particular year and the projected budget to be allocated for human resources requirements for approval.

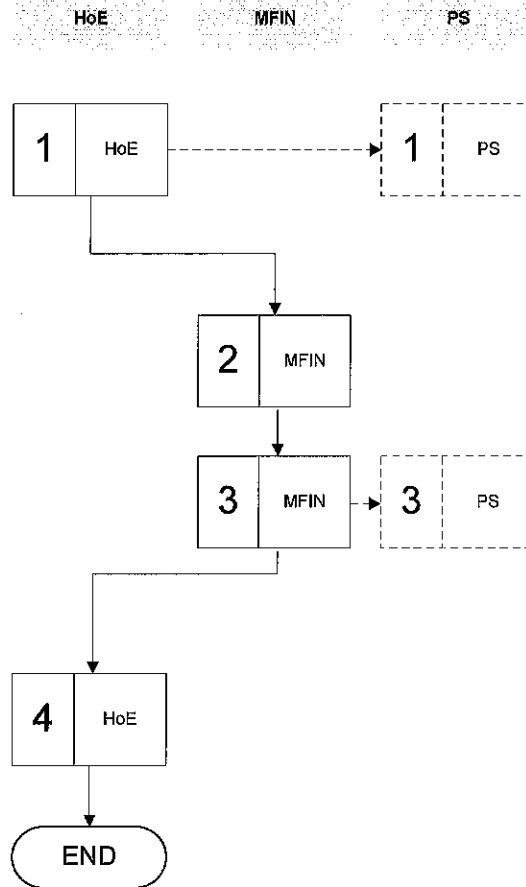
Note: The email is to be sent to MFIN, through the PS.

Step 2: MFIN reviews the request for approval.

Step 3: MFIN communicates the decision taken to HoE, copying in the Permanent Secretary of the Ministry of the Public Sector entity.

Note: The approval remains valid for the entire year covered by the request.

Step 4: Throughout the year the HoE is to operate within the HR financial budget approved by MFIN.



General Note: This process is to be followed annually by all Public Sector entities falling under the remit of the devolved process highlighted in Section 3 of this Manual. The annual manpower planning and hence capacity building exercise (if required) and the budget which is to be allocated for human resources requirements is to form part of the holistic process of preparing the budget for MFIN's approval.

Process 02. Obtaining Approval from PACBU

Overview of process & remarks

Step 1: The Head of Entity (HoE) submits by email a request for the approval of the remuneration package.

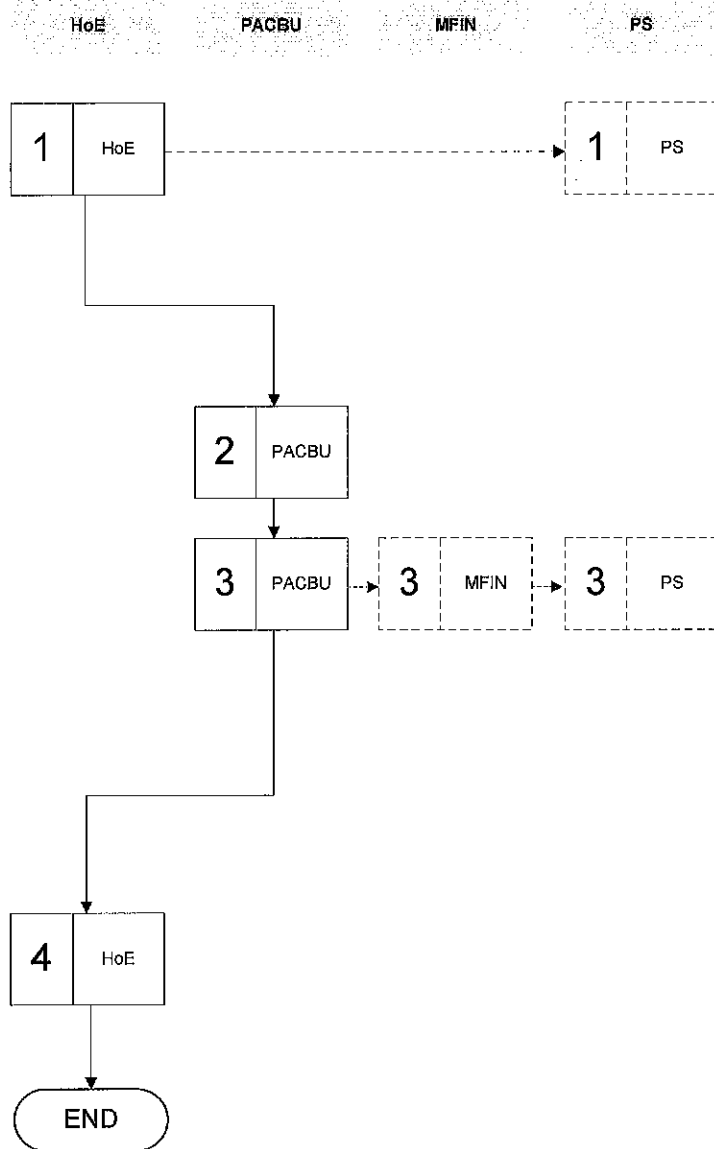
Note: The email is to be addressed to Head PACBU, copying in the PS. The HoE is to attach all the required documentation including an organisation chart and job descriptions.

Step 2: PACBU reviews the request for approval.

Step 3: PACBU communicates its decision to HoE with respect to the salary structure and / or the remuneration package copying MFIN and the Permanent Secretary of the Ministry of the Public Sector entity.

Note: The approval is valid for the duration of the current collective agreement; or in the case where this is not present it is valid for 3 consecutive years unless there is a change in the organisation or salary structure or job descriptions.

Step 4: Throughout the year the HoE is to operate within the approved structures. Should there be any changes the HoE is to re-submit a fresh request for approval.



General Note: This process is to be followed by the following Public Sector entities:

- 1) those that have a collective agreement in place but such agreement does not cover all the positions within the said entity (excluding top management positions); and
- 2) those that do not have a collective agreement in place but have an established organisation structure together with a structured salary package.

Process 03. Revised Procedure for Public Sector Recruitment

Overview of process & remarks

Step 1: The Head of Entity (HoE) submits his/her request by filling in the "Vacancy Form I – Public Call" and sending it by email together with the Job Description to the Permanent Secretary (PS) copying in PAHRO and MFIN.

Step 2: The PS verifies whether the vacancy can be filled from within the same Ministry or from the Public Administration through an expression of interest. The PS is to keep MFIN and PAHRO informed accordingly. In the event that detailing, deployment or re-deployment is required the normal process through PAHRO is to be followed.

Step 3: If no one suitable is identified from within the Ministry and the PS has been informed that IPSL has someone available to fill in the post, the PS forwards the necessary details to IPSL. IPSL makes the necessary arrangements keeping PAHRO and the PS informed.

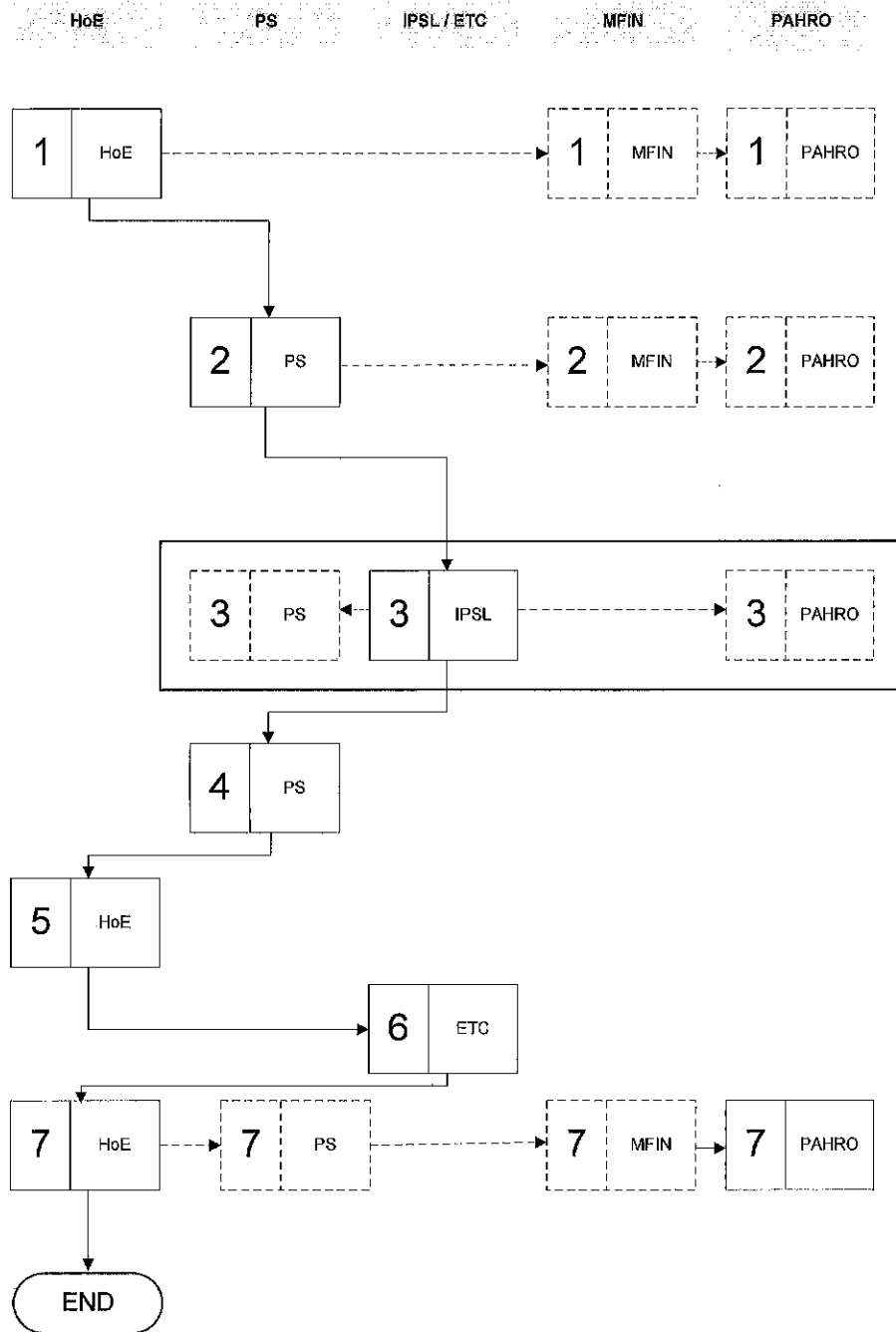
Step 4: If no one suitable is identified from within the Ministry or IPSL, the PS replies to the HoE's email and gives him/her the approval to go for a public call through ETC.

Step 5: The HoE sends an email to ETC with the necessary details on the vacancy including the Job Description and the PS approval.

Step 6: If no one suitable is found from Part 1, 2 or 3 ETC issues a permit number and the HoE can proceed to issue a public call.

Step 7: Once the vacancy is filled, the HoE informs PAHRO accordingly keeping the PS and MFIN in copy.

Note: The HoE is to include the following information in the email: name of employee; position; qualifications and experience; remuneration package and method of recruitment.



General Note: This process is to be followed when recruitment is going to take place for an EXISTING position irrespective whether it is a replacement or not. The entity is to make sure that the required budget is available and has already obtained the necessary approvals from MFIN and PACBU as per processes 01 and 02.

7. Conclusion

Although we appreciate that all the parties involved have very busy schedules, the importance of timeliness cannot be stressed enough.

Time is of the essence in the recruitment and selection process. Tardiness and delay causes additional work for staff covering the vacancy which might lead to de-motivation and other HR problems. It also creates a poor image of the public service/sector as a high profile organisation and large employer.

It is to this effect that the approval of recruitment is being delegated to the Permanent Secretaries and thus devolved from the central authority to line Ministries. Moreover, further simplification is envisaged through the development of a management information system which will streamline and facilitate the process for the public sector entities and keep all parties concerned in the loop in real time.

VACANCY FORM I

This Vacancy Form is to be submitted to the Permanent Secretary copying in PAHRO and MFIN.

Please attach a copy of the Job Description with this Vacancy Form.

Please fill in all points (1-16), ensure that all information submitted is accurate and precise.

(Tick where applicable)

1. Date	2. Entity	Entity Reference

3. Post/Position	4. No. of Posts

5. Scope		
<input type="checkbox"/> Replacement	<input type="checkbox"/> New Vacancy	<input type="checkbox"/> Service wide call for expression of interest

6. Reason			
<input type="checkbox"/> Retired	<input type="checkbox"/> Terminated	<input type="checkbox"/> Resigned	<input type="checkbox"/> Increase in Demand / Output
<input type="checkbox"/> New Function	<input type="checkbox"/> Revocation of Detailing	<input type="checkbox"/> As a consequence of Promotion	

7. Contract	If Definite, state period	8. MFIN Approval Date
<input type="checkbox"/> Indefinite	<input type="checkbox"/> Definite	

9. Employment Type				10. Hours per week
<input type="checkbox"/> Full Time	<input type="checkbox"/> Part Time / Reduced	<input type="checkbox"/> Back-to-Back	<input type="checkbox"/> Others	

11. Salary Info		
	Comments	€ - euro
S1 Basic Salary:		
Increments (if any)		
Maximum Salary:		
Benefits/Allowances (if any):		
Type	Comments	Estimate €
Performance:		
Vehicle Related:		
Telephone/Mobile:		
Internet Related:		
Health Related:		
Others:		
B1 Total Benefits:		
Current Year Recurrent Expenditure (add S1 and B1):		

12. Qualifications & Experience Required:

<p>Indicate the Qualification Level as set by the National Qualifications Framework. For assistance enter link below: NCFHE website</p>	<p>NQF Level (1 to 8):</p>	
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13a. Conditions bound by a Collective Agreement / Approved by PACBU?

<p>Public Service Scales are to be viewed on the Ministry of Finance's website, through the following stages: Ministry of Finance/Budget/Estimates/Appendices/Schedule Grades</p>	<p>If Yes, indicate C.A. Expiry Date:</p>	
	<p>If No, indicate PACBU's approval date:</p>	

13b. Distinct Legal Personality

<p>Indicate the chapter and article number that gives the entity the authority to recruit and enter into contracts</p>	
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14. Appendices enclosed

<input type="checkbox"/> Job Description	<input type="checkbox"/> Others:
--	----------------------------------

15. Others/Comments - Here you may provide any comments relevant to the request such as the reason and nature of the request:

16. Approvals

	HR Manager *	Head of Entity **	Financial Authorisation Officer ***
Signature:			
Name:			
Position:			
Entity:			
E-mail Address:			
Telephone No:			
Date:			

I declare that:

* I have submitted this request after having ascertained that it is justified in all its aspects, and an internal call within the entity proved/would prove futile.

** I have verified that internal restructuring / redistribution of work is not possible, an internal call within the entity proved/would prove futile, the job cannot be performed through redeployment of existing staff.

*** I confirm that funds are available for this recruitment.

Having ascertained that this request for recruitment is justified, redeployment from other sectors of the Ministry is not possible, redeployment of existing staff from IPSL is not possible, that funds have been budgeted for and available through this year's financial allocation, position approved by PACBU, and a service wide call for an expression of interest is not possible/proved futile, then I approve external recruitment through the ETC services in terms of the ETS Act.

Permanent Secretary

Date

Appendix 2 – GUIDELINE Eligibility Requirements

Internal Recruitment

SCALE	REQUIREMENTS
4	<p>Pertinent post-graduate degree (Masters'), or an appropriate, recognised, comparable qualification, + 4 years relevant work experience of which 2 years in a management position</p> <p>Or</p> <p>Pertinent first degree, or an appropriate, recognised, comparable qualification + 6 years relevant work experience of which 2 years in a management position</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 7 with 10 years relevant work experience of which 2 years in a management position.</p>
5	<p>Pertinent post-graduate degree (Masters'), or an appropriate, recognised, comparable qualification, + 3 years relevant work experience of which 1 year in a management position</p> <p>Or</p> <p>Pertinent first degree, or an appropriate, recognised, comparable qualification, + 5 years relevant work experience of which 1 year in a management position</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 7 with 8 years relevant work experience of which 1 year in a management position.</p>
6	<p>Pertinent post-graduate degree (Masters'), or an appropriate, recognised, comparable qualification, + 2 years relevant work experience</p> <p>Or</p> <p>Pertinent first degree, or an appropriate, recognised, comparable qualification, + 4 years relevant work experience</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 10 with 7 years relevant work experience.</p>
7	<p>Pertinent post-graduate degree (Masters'), or an appropriate, recognised, comparable qualification, + 1 year relevant work experience</p> <p>Or</p>

	<p>Pertinent first degree, or an appropriate, recognised, comparable qualification, + 3 years relevant work experience</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 10 with 6 years relevant work experience.</p>
8	<p>Pertinent post-graduate degree (Masters'), or an appropriate, recognised, comparable qualification</p> <p>Or</p> <p>Pertinent first degree, or an appropriate, recognised, comparable qualification, + 2 years relevant work experience</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 12 with 5 years relevant work experience.</p>
9	<p>Pertinent first degree, or an appropriate, recognised, comparable qualification, + 1 year relevant work experience</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 12 with 4 years relevant work experience.</p>
10	<p>Pertinent first degree, or an appropriate, recognised, comparable qualification</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 12 with 3 years relevant work experience.</p>
11-12	<p>Pertinent diploma, or an appropriate, recognised, comparable qualification</p> <p>Or</p> <p>Public Officers in a Scale not below Scale 16/15 with 3 years relevant work experience</p>

This manual is to be used as a helpful tool, however if you require further information kindly contact:

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