

PROSPECTUS

2018/2019



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ON THE INSTITUTE FOR THE PUBLIC SERVICES

Welcome to the Institute for the Public Services (IPS).

IPS was officially set up in 2016 and has as its strategic partners the University of Malta and the Malta College for Arts, Science and Technology.

It amalgamates the function of training and development with the academic and vocational learning of those employed in the Public Administration, thus catering for the development and capacity building of its employees, in line with the direction and strategy of the current Administration.

THE PROSPECTUS

This prospectus is aimed at you as a public official, whatever your role and whatever the stage reached in your career.

Delivering public services is a career choice in itself, but it also offers you a variety of opportunities if you want to specialise and take a specific career path, in line with your skills and areas of interest. IPS is with you every step of the way to help you achieve this, be it through providing you with the academic qualification that you still lack, or the series of short courses that prepares you for a higher role. We can also help you build on your skills and develop new ones, and even assist you in achieving certification.

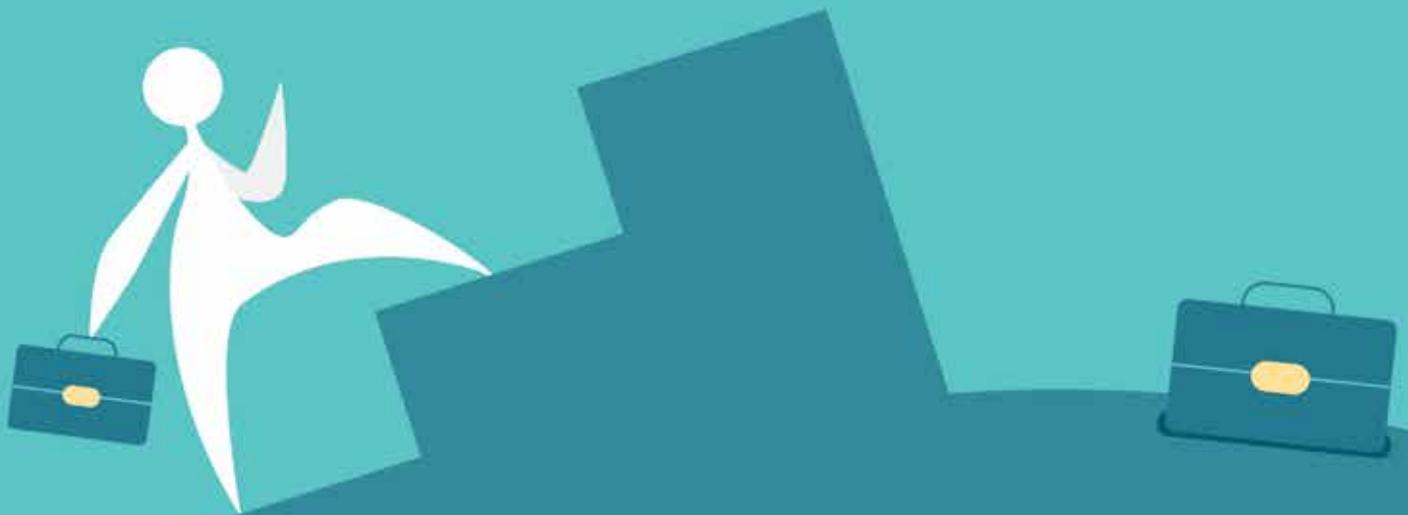
However, the Institute can also help you customise training that addresses particular issues that you – or your team – are experiencing.

Courses are run on an academic year starting in October. Applications (see Annex) will be received until **October 1st** and there will be a second intake in **January 2019**. The IPS website will be updated with new developments and you are encouraged to visit it from time to time.



01

FOLLOW YOUR
CAREER PATH



This prospectus lays out the learning and development opportunities on offer. In the first section you can see how training will effectively prepare you for your current and future roles, while offering you a selection of programmes that you can also attend in order to broaden your knowledge base.

Please go through the sections in the first part of this brochure. Look up your current grade and follow the training path from there. You will notice that part of this training is mandatory. But if you wish to progress further within the organisation, we strongly recommend that you follow the suggested programmes.



Industrial Grades

If you are in the technical and industrial grades

This prospectus includes specific training programmes for skilled level employees. This is in line with the lifelong learning principles but it is also a means of ensuring that the skills themselves are recognised by means of the appropriate accreditation. In today's world, the qualification counts for as much as the knowledge and skill in itself. These courses are earmarked for those who wish to progress in their work and improve on their present skills as well as a means of their validation.

These are the courses for you...

Courses

These courses are designed to put together the set of skills that in today's market are being recognised by the Skills Card. This is nothing other than the due recognition of the skills that employees in such jobs need to have. At the very basis of this training is the Health & Safety programme which is becoming increasingly important as we try to decrease occupational incidents that could be avoided through proper training and awareness.



Health and Safety Mandatory Course	Health and Safety at the Place of Work	First Aid
Duration: 8 hours Target audience: general	Duration: 60 hours Award: MQF Level 3 Target audience: general	Duration: 16 hours Award: MQF Level 3 Target audience: general

Trades Courses

Choose the skill you would like to develop, or even learn a new skill and add it to your Skills Card. You can achieve two additional awards in each year.

Tile Laying	Plastering	Certificate in Stone Masonry and Brick Laying
Duration: 100 hours Award: MQF Level 2 Target audience: those who wish to learn about materials and composites required for tile laying together with other basic tile laying skills.	Duration: 104 hours Award: MQF Level 2 Target audience: those wishing to learn basic plastering skills	Duration: 120 hours Target audience: those interested in learning the skill to become construction work assistants
Principles of Plumbing	Carpentry and Joinery	Gardening and Landscaping
Duration: 60 hours Award: MQF Level 2 Target audience: those interested in learning basic plumbing skills	Duration: 156 hours Award: MQF Level 2 Target audience: those who wish to learn basic woodworking skills to assist carpenters	Duration: 144 hours Target audience: those who work in gardens and landscaped areas and who wish to further their knowledge in the subject

Other Areas

There are always possibilities to progress in work. Sometimes additional reading and writing skills would be required, even to be able to carry out current work more effectively.

The following courses are aimed at providing that skill at different levels.

English Literacy 1	English Literacy 2	Maltese Language 1
Duration: 200 hours Award: MQF Level 1 Target audience: those who wish to learn basic reading and writing in English	Duration: 100 hours Award: MQF Level 2 Target audience: those who wish to follow up on their basic english reading and writing skills	Duration: 200 hours Award: MQF Level 1 Target audience: those who wish to learn basic Maltese reading and writing
Maltese Language 2	Employability Skills	Life Skills for the Work Environment
Duration: 100 hours Award: MQF Level 2 Target audience: those who wish to build on their basic Maltese reading and writing	Duration: 4 hours Target audience: those who wish to learn about how to apply for higher grades, prepare for an interview, look for information on Government vacancies	Duration: 54 hours Award: MQF Level 3 Target Audience: those who wish to learn work behaviour skills and to improve their effectiveness and interaction at the place of work
Using a Computer		
Target audience: those who wish to learn how to use a computer at a basic level		

Trade Certificates

There is also the possibility of validating experience by means of a trade certificate. This means that someone with years of experience need not undertake a training programme in order to obtain the accreditation, but they can instead apply to have their experience recognised.

The following would be required:

- Portfolio of works (including photographic evidence etc)
- A reference letter attesting that the work in the portfolio was done by the person applying for the certificate
- Taking a written test, which includes Health & Safety, sitting for a practical exam and also attending an interview.

This will be against a fee which would be refundable through the Institute for the Public Services. The Trade Certificate is issued by the National Commission for Further and Higher Education based on the National Occupational Standards. The process is managed by JobsPlus.

Important Notes



IPS is organising the majority of these courses in conjunction with JobsPlus, in suitably equipped training rooms and workshops which will enable you to learn even the practical aspect of the skills and trades.

If you have any learning difficulty or accessibility issue, please let us know at the time of application. Send your application to the Institute for the Public Services, San Salvatore Bastion, Sa Maison Road, Floriana FRN 1610, or by email to training.development.ips@gov.mt.

Please wait for us to send for you to attend your chosen course, which we will do by group. It is very important that once you confirm that you will attend, you do so, as you would otherwise have taken up the place of another potential participant. If you cannot attend please let us know as soon as possible. We take note of attendance and may pass on information as regards attendance to employers and/or supervisors on their request.

CLERKS

If you are in the general service grades

These are the courses that will guide you on your career path. If you are a new entrant at clerical level, you will need to attend the following training.

Induction Course for Clerks

MANDATORY TRAINING

This course is mandatory and appointment will only be given on completion of the training. The programme will also include a number of work visits to key departments to help you understand better how these core areas work.

- Public Service Values – 2 hours
- Work Skills – 2 hours
- How the Government Works – 4 hours
- Role of the Clerk – 1 hour
- Reporting Relationships – 1 hour
- Social Media Policy and the Use of Social Media as a Public Officer – 3 hours
- Data Protection Awareness – 4 hours
- Professional Conduct in the Public Service – 2 hours
- PSMC – 4 hours
- One-Stop-Shop for Public Officers – 1 hour
- People Support and Wellbeing – 2 hours
- Basic Customer Care – Service of Excellence with Reference to SOPs and Directive 4 – 4 hours
- Telephone Skills – 2 hours
- Office Procedures – 2 hours
- Record Management – 2 hours
- Basic Organisational Skills and Time Management – 4 hours
- The EU Institutions and Structures – An Overview – 2 hours
- An Overview of the Public Administration Act – 2 hours
- Performance Appraisal – 2 hours

The following programmes reinforce your learning and development so far. It is important to keep up your development and attend the training that has been designed with your requirements in mind.

STRONGLY RECOMMENDED TRAINING

- Group Dynamics – 4 hours
- An Overview of Directives 7,8, and 9 – 4 hours
- Accountability and Good Governance – 4 hours
- Learning Skills – 2 hours
- Basic Office Writing and Emails – 4 hours
- Official English, but Reader-friendly Language – 4 hours
- Malta in the EU – 8 hours
- Principles of Financial Management – 12 hours
- Departmental Accounting System – 16 hours
- Inventory Management – 16 hours
- Travel Regulations and Procedures – 4 hours
- Foundation Course in Customer Care – 25 hours

You may choose training programmes from the below list, in order to further enhance your skills and broaden your knowledge.

ELECTIVES

- People Management Processes in the Public Service – 4 hours
- An Overview of Directives 7,8, and 9 – 4 hours
- Social Services (Including Potential Abuse) – 12 hours
- Dealing with the Most Vulnerable – 4 hours
- Basic Accounting Principles in the Public Service – 12 hours
- Public Procurement Regulations – 4 hours

Is it time to think of the next step in your career? You need to attend the following programme in order to be able to progress further.

Certificate Programme to be Eligible for the Post of Executive Officer

MANDATORY TRAINING

- Executive Officer – Role and Responsibilities – 1.5 hours
- Front Office Skills – 4 hours
- Assertiveness – 4 hours
- Learning Skills – 2 hours
- Coping with Difficult People at Work – 4 hours
- Time and Self Management – 6 hours

- Managing Work Stress – 4 hours
- Developing a Career Strategy – 4 hours
- Taking Effective Minutes – 4 hours
- Accountability and Good Governance – 4 hours

ELECTIVES

- Basic Accounting Principles – 12 hours
- Departmental Accounting System – 16 hours
- Travel Regulations and Procedures – 8 hours
- Malta in the EU – 8 hours
- Principles of Financial Management – 12 hours
- Inventory Management and Control – 16 hours
- Overseas Development Assistance – 3 hours

Congratulations on your appointment as an Executive Officer. You have been successful in the selection process and have been told that there is mandatory training tied to your promotion. This is the training which you will need to attend to help you carry out your new role.



EXECUTIVES OFFICERS

Induction Programme for Newly Appointed Executive Officers

MANDATORY TRAINING

This course is mandatory and appointment will only be given on completion of the training.

- Public Service Values – 1 hour
- Effective Writing – 4 hours
- Supervisory Skills – 2 hours
- Effective Briefing and Corresponding – 8 hours
- Office Management – 8 hours
- Freedom of Information Workshop – 3 hours

The following programmes reinforce your learning and development so far. It is important to keep up your development and attend the training that has been designed with your requirements in mind.

STRONGLY RECOMMENDED TRAINING

- Workshops in Various Office Applications – 4 hours
- Project Management and Implementation Skills – An Overview – 8 hours
- Learning Skills – 8 hours
- Developing a Career Strategy – 4 hours
- How to Organise and Minute Meetings – 12 hours
- Basic Accounting Principles – 12 hours
- Departmental Accounting System – 16 hours
- Travel Regulations and Procedures – 4 hours
- Kitba Uffiċjali bil-Malti – 12 hours
- Report Writing – 8 hours
- Introduction to Public Relations – 4 hours
- Mentoring – 8 hours
- Principles of Financial Management – 8 hours

You may choose training programmes from the below list, in order to further enhance your skills and broaden your knowledge.

ELECTIVES

- Managing Customer Care – 3 hours
- Malta in the EU – 8 hours

If you wish to progress further, you will need to attend the following training to be considered eligible.

Certificate Programme to be Eligible for the Post of Assistant Principal

MANDATORY TRAINING

- What is Expected of a Principal and an Assistant Principal – 1.5 hours
- Kitba Uffiċjali bil-Malti – 8 hours
- Report Writing – 8 hours
- Public Relations – Introduction – 4 hours

- Mentoring – 8 hours
- Basic Accounting Principles – 8 hours
- Procurement – Introduction – 4 hours

ELECTIVES

- MS Project – 20 hours + 4 hours follow up session
- Excel Formulae – 8 hours
- Excel as a Database – 4 hours
- Desktop Publishing – 16 hours
- Train the Trainer – 20 hours
- Overseas Development Assistance – 3 hours
- CV Writing Skills and Interview Workshop – 8 hours
- Accountability and Good Governance – 12 hours

If you were successful in the selection process and are now an Assistant Principal, you will be asked to attend this programme.



ASSISTANT PRINCIPALS

Induction Programme for Newly Appointed Assistant Principals

MANDATORY TRAINING

This course is mandatory and appointment will only be given on completion of the training.

- Public Service Values – 1 hour
- Business English is a Language unto Itself – 4 hours
- Principles of Performance Management – 12 hours
- Moving to Management – 8 hours
- Building Effective Teams – 4 hours
- Advanced Communication Skills – 8 hours
- Decision Making – 4 hours
- Introduction to Emotional Intelligence – 8 hours

The following programmes reinforce your learning and development so far. It is important to keep up your development and attend the training that has been designed with your requirements in mind.

STRONGLY RECOMMENDED TRAINING

- Travel Regulations and Procedures in the Public Service – 4 hours
- Workshops in Various Office Applications – 4 hours
- Conflict Resolution – 4 hours
- Creating High Performance Teams – 8 hours
- Foundation Course in Economics Principles – 12 hours
- Basic Accounting Principles – 8 hours
- Public Relations – Giving Presentations – 4 hours
- Overview of the Key Legislative and Administrative Issues Affecting the Public Service – 12 hours

You may, in addition, choose from the following courses.

ELECTIVES

- Record Management – 1 hour
- Public Procurement Regulations and Procedures – 20 hours
- Introduction to Green Public Procurement – 3 hours
- Managing Change in the Public Administration – 8 hours

At this stage you may wish to consider applying for a middle management post in the general service. In order to be considered, you will first have to attend this programme.

Certificate Programme to be Eligible for the Post of Principal

MANDATORY TRAINING

- What is Expected of a Principal – 1.5 hours
- Conflict Resolution – 4 hours
- Creating High Performance Teams – 4 hours
- Foundation Course in Economics – Part 1 – 12 hours
- Inventory Management and Control for Public Officers – 8 hours
- Public Relations – Module 2 – 4 hours
- Overview of the Key Legislative and Administrative Issues Affecting the Public Service – 12 hours

ELECTIVES

- Travel Regulations and Procedures in the Public Service – 8 hours
- Public Procurement – 8 hours
- MS Project – 20 hours + 4 hours follow up session
- Excel Formulae – 8 hours
- Electronic Public Procurement – 10.5 hours
- Desktop Publishing – 16 hours
- Fleet Management System – 4 hours
- Centralised System for Travel



PRINCIPALS

Congratulations on your appointment to Principal... and welcome to the Public Service if you have just recently joined. You will need to attend this programme in order for you to be confirmed in or receive your appointment.

Induction Programme for Newly Appointed Principals

MANDATORY TRAINING

This course is mandatory and appointment will only be given on completion of the training. The programme will also include a number of work visits to key departments.

- The Role of the Principal – Duties – 1 hour
- Reporting Relationships – 1 hour
- How Government Works – 4 hours
- Performance Management: Appraising Performance and Technical Training on the New System – 4 hours
- Social Media Policy and the Use of Social Media as a Public Officer – 3 hours
- Fiscal Responsibility – Overview – 2 hours
- Public Service Values – 3 hours
- Professional Conduct in the Public Service – 1 hour

- Official English but Reader-friendly Language – 2 hours
- Appreciation of and Ensuring Adherence to Equality Principles – 3 hours
- PSMC – 4 hours
- The Collective Agreement and General Service Grades Agreement – An Overview – 2 hours
- One Stop Shop for Public Officers and ESP – 1 hour

The following programmes reinforce your learning and development so far. It is important to keep up your development and attend the training that has been designed with your requirements in mind.

STRONGLY RECOMMENDED TRAINING

- Data Protection Awareness – 2 hours
- Public Administration Act Overview – 2 hours
- Emotional Intelligence at Work – 6 hours
- Communication at the Workplace – 4 hours
- Coaching and Mentoring – 8 hours
- Record Management – 8 hours
- Learning Skills – 2 hours
- Customer Care – Directive 4 – 2 hours
- Report Writing – 12 hours
- Building Effective Teams – 8 hours
- Managing Tasks – Setting Goals, Milestones and Timeframes – 6 hours

You may also choose from among the following course titles.

ELECTIVES

- Group Dynamics – 4 hours
- Accountability and Good Governance – 4 hours
- Malta in the EU – 8 hours
- People Management Processes in the Public Service (including overview of directives) – 4 hours
- Social Services (including potential abuse) – 12 hours
- Basic Accounting Principles in the Public Services – 12 hours
- Principles of Financial Management – 12 hours
- Inventory Management and Control – 8 hours
- Travel Regulations and Procedures – 4 hours
- Public Procurement Regulations – 4 hours
- Archives – Processes and Policies – 4 hours

Certificate Programme to be Eligible for the Post of Senior Principal

The post of Senior Principal is the stepping stone to senior management. It stands to reason that you need to be adequately prepared for this crucial role. In order to apply, you need to have attended the following programme.

MANDATORY TRAINING

- Senior Principal – Role and Responsibilities – 1 hour
- Accountability and Good Governance (Advanced) – 4 hours
- Delivering Successful Presentations – 8 hours + 3.5 hours participants' presentations
- Cultivating the Craft of Judgment – 4 hours
- Entrepreneurship – 8 hours
- Overview of People Management and Industrial Relations – 1 hour
- Performance Management – 2 hours

ELECTIVES

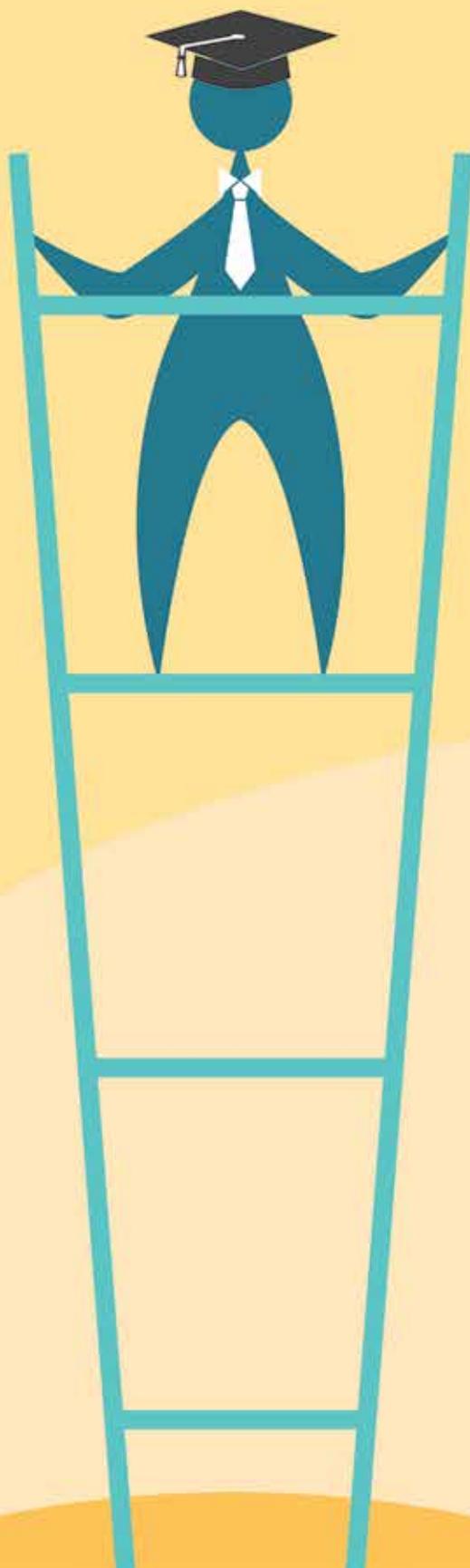
- MS Project – 20 hours + 4 hours follow up session
- Excel Formulae – 8 hours
- Excel as a Database – 4 hours
- Electronic Public Procurement – 10.5 hours
- Desktop Publishing – 16 hours
- Train the Trainer – 20 hours
- An Introduction to Strategic Management – 4 hours



SENIOR PRINCIPALS

Induction Programme for Newly Appointed Senior Principals

Senior Principals will need to complete the Public Management Toolkit (see Part 2) as guided by the People and Standards Division.



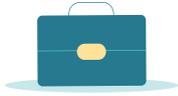
02

LEADERSHIP AND SENIOR MANAGEMENT

Taking a senior management role in an organisation as complex as the Public Service is no easy task.

It requires a level of both skills and knowledge that encompass a wide-ranging area. The Public Management Toolkit has been designed with this in mind. It equips you with the necessary tools for the job, even before you apply for it. Information on the modules and course content are clearly identified in this section.





Public Management Toolkit

MODULE 1: Managing with Leadership – 12 hours

MODULE 2: Government Legislation, Policy and the EU

- Public Administration Act – 2.5 hours
- Freedom of Information Act – 2 hours
- Data Protection – 2.5 hours
- Government Policies: the Policy-making and Evaluation Process – 4 hours
- Decision Making in the EU – 3 hours

MODULE 3: People Management in Public Administration

- Overview of People Management Principles – 2 hours
- Corporate Values – 2 hours
- PSMC - An Overview – 2.5 hours
- Disciplinary Procedures – 2.5 hours
- Performance Management – 3 hours
- Managing a Diverse Workforce – 2.5 hours
- Industrial Relations – 2.5 hours

MODULE 4: Government Finance

- National Procurement Procedures: An Overview – 4 hours
- Treasury Management and Accounting within Government – 4 hours
- Budgeting for Managers within the Public Service – 4 hours
- Risk Management – 2.5 hours

MODULE 5: Interpersonal Skills – 8 hours

MODULE 6: Strategic Change Management – 8 hours

MODULE 7: ICT and Business – 3 hours

An organisation cannot function efficiently without its leaders and managers and therefore a number of specialised courses for senior managers have also been developed.

These include a leadership programme entitled Leadership in Action and a Strategic Change Management course. Both these are accredited (award level 4) and comprise a number of credits:

Leadership in Action - a Senior Managers Leadership Programme

This short leadership development program starts with a baseline analysis of different leadership styles, the particular organisation's culture and personal leadership style. Throughout the course, participants will work with accomplished peers, and facilitators to create a personalised plan to unlock innovation and growth, create energy and urgency, and drive results.

Unit 1: Leadership Styles

Measuring personal leadership style, and the culture of the organisation

The course will gloss over the different leadership styles and each participant needs to explore where he or she is today - the dominant leadership style as perceived by the individual, and possibly as perceived by others. The second part of the session will focus on the shared beliefs and behaviours of the organisation. The gaps between where the organisation stands, and where one wants to take it will then be examined and a plan developed as to how to get there.

Unit 2: Leadership Challenges

Pursuing opportunity and managing risk through disciplined, results-oriented collaboration

This session will build on the tools and practices of the previous unit, and focuses on how these can be implemented within the organisation. What works for the individual? What may not work? And why? Through short case studies, participants will work through a series of leadership challenges. How does one maintain success and momentum in current lines of service, while designing for the future? How are discipline and urgency balanced with flexibility? At the end of this session, participants will have a clearer vision not only of best practice, but also of what makes sense to implement at their organisation.

Unit 3: Leadership Skills

Using best practices for working with people to get things done

At high levels of power and influence, a leader must effectively reach and inspire people at all levels of the organisation. Doing this well does not mean trying to change who you are, but it does require focused effort. Using a series of experiential exercises we will explore the nuances of interpersonal rapport, interpersonal status behaviours, and best practices for effective exercise of influence and persuasion across different levels of the organisation as well as managing conflict.

Unit 4: Staff Motivation and Performance Management

Motivating and energising the organisation, striving for excellence, and owning results at every level

Continuing from the prior discussion on building the foundation for growth in the organisation, we will turn to the most common struggle managers and leaders face: keeping their people motivated and energised. Employing case studies and exercises, we will review the latest on how to frame risks and opportunities in a positive manner that mobilises the participant's teams; how to influence and persuade stakeholders; how to create urgency and ownership; and how to develop high potential talent. We will also explore the link between high-performing individuals, teams and their business. Participants will develop their feedback skills, handling difficult or demotivated people and learn to celebrate success.



Continuous Professional Development Award in Leadership in Action – Level 4

Contact hours – 56.25

Self-study hours – 166.75

Coaching hours – 4

Assessment hours – 2

Continuous Professional Development Award in Strategic Change Management - Level 4

Contact hours – 31.25

Self-study hours – 93.75

Assessment hours – 2

This course is an introduction to the field of Strategic Management. It covers the key concepts and theories in the field and how they can be applied to real situations. It draws on theory and practice of change management to produce insights for achieving successful change giving participants the knowledge and tools needed to effectively plan and implement change efforts across a wide range of organisational settings within the public sector.

Module 1: Change Management - an Overview

The module starts with exploring the question of change. What is change? How do we define change management? It also tackles the relevance for institutions, studies their stability and change as a concept as well as various models for leading change.

Module 2: Preparing for Change

The second module tackles the following subjects:

- Building the Case for Change
- Mapping Processes and Contexts
- Creating a Change Agenda
- Keys to Promoting Change

Module 3: Implementing Change

Implementing change requires successful change leadership and the ability to communicate change effectively. Module 3 explores this together with the monitoring and controlling of change, conflict and crisis management and building coalition for change. It also delves into how change management skills need to be continuously developed and built upon.

Assessment:

The assessment takes the form of a case study with a real scenario presented to participants to evaluate, analyse and comment upon.

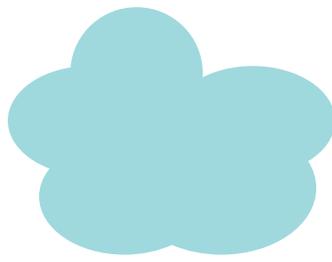
03

ACADEMIC
TRAINING



IPS firmly supports the concept of lifelong learning. The fact that our organisational structure in itself is built on collaboration with Malta's main national academic institutions allows us not only to provide opportunities for further academic development of public employees, but also gives us the flexibility to customise a number of these courses to the specific needs of the Public Administration. In this section, you will find details on a number of such courses. From time to time, we shall also issue calls for sponsorship under particular schemes.

Sponsored courses vary from diploma courses to master's degree programmes, and they are offered primarily by the Institute's partner organisations, namely the University of Malta and the Malta College of Arts, Science and Technology (MCAST).



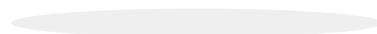
Course subjects vary from year to year although some courses feature regularly. These courses have been designed to meet the requirements of the Public Service, and some are offered exclusively to public officers and public sector employees who apply through the Institute for the Public Services.

Sponsorships are normally advertised through OPM circulars in the months of July and August. The circulars provide instructions on how to apply for sponsorships.

The number of sponsorships for each course will vary. Sponsorships may include paid study leave or part-payment of course fees or both, depending on the course.

Prior to the commencement of their studies, selected officers would be required to enter into a binding commitment to serve the Government for a specific period as defined by the Manual on Staff Development in Public Administration (Appendix III) after the completion of their studies.

Scholarships are offered by the Public Service to its staff in the knowledge that staff are any organisation's most important asset, and in keeping with the concept of lifelong learning and the development of a learning culture.



The following programme will be offered by MCAST as from 2019.

Bachelor of Arts (Honours) in Procurement and Finance

Course Code BC6-03-18

MQF Level : Level 6

Duration : 3 years full time

Awarding Body : MCAST

Entry Requirements

MCAST Advanced Diploma in Business Administration

or

MCAST Advanced Diploma in Accounting

or

2 A-Level passes and 2 I-Level passes

Compulsory A-Level : Accounts or Marketing or Economics

Note

Applicants with other similar qualifications, may still show their interest in applying for this course. Such applications will be presented to an Admissions Board for its consideration

Course Description

An ever growing niche in the colourful world of business management, lies within the Purchasing function and all that is related to it. This programme intends to provide learners with a strong basis of procurement processes and supporting aspects. Applying theory to both public procurement procedures as well as those adopted within the private sector, this three year programme of studies will expose learners to the varied facets of Procurement Management, going through the mechanics of all its operational stages. This is coupled with a detailed understanding of the finance function, which in itself provides procurement personnel with a background which offers added value to their work efficiency. Management studies are integrated within the programme of studies, in a way as to provide learners with a launch-pad into the heart of effective operations' coordination in this dynamic area. All this is supported by academic skills that enhance the learner's performance on a degree programme which applies theory to real life practice.

This programme is intended for those who would like to tap this specialist area of management, whilst positioning themselves within an interesting and likewise vital aspect of any operation at both the micro and macro level.

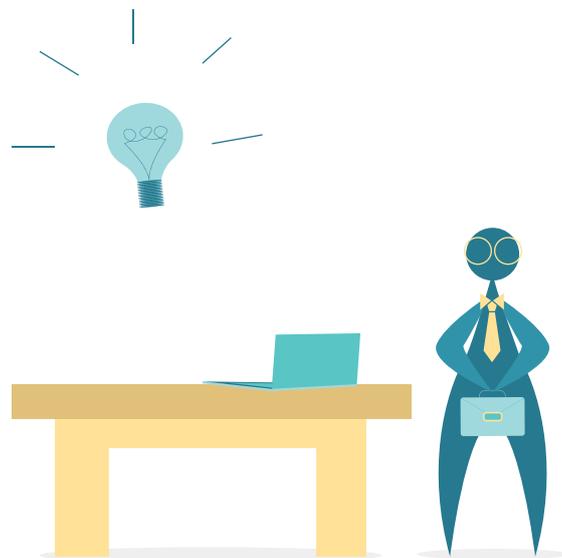
These studies are also aimed at those who have garnered a valid experience through their employment in this area, and who wish to further enhance their knowledge and competencies through a higher level of studies.

Programme Learning Outcomes

- Understand and operate the various aspects of Procurement, both at Public Sector level as well as within the Private sector
- Internalise various managerial functions, needed to carry out effectively an operational role within the areas of Procurement and Supply Chain Management
- Comprehend the main aspects of organisational infrastructure, corporate governance, ethics and compliance that shape the scope of procurement or supply chain function, in both Public and Private sector settings.
- Analyse the various stages within the Procurement process, in a manner that proper action is taken commensurate to the particular operational setting and requirement
- Practice appropriate methods in relation to the financials related to Procurement processes.

Career Opportunities

- Commercial Buyer
- Procurement Specialist
- Purchasing Manager
- Sourcing Specialist
- Commercial Governance Manager



BA Degree in Public Projects

3 Years Duration

Programme Learning Outcomes:

1. Develop, implement and monitor complex projects
2. Critically analyse project management scenarios in order to solve problems
3. Synthesise data and information to manage projects efficiently
4. Adequately manage physical, human and financial resources for successful project implementation
5. Identify and control risks associated to real-life project scenarios

Career Opportunities

- Project management within the Public Service and on EU-funded projects
- Programme/project implementation
- Programme/project development

Foundations of Professional Knowledge and Skills	6 ECTS
Operations and Business Management	6 ECTS
Human Resource Management	6 ECTS
Organisational Structures and Change Management	6 ECTS
Academic Writing	6 ECTS
Mathematical Skills for Managers	6 ECTS
Data Analysis and Statistics	6 ECTS
Finance for the Non-Financial Manager	6 ECTS
Principles of Economics	6 ECTS
IT Principles and Tools	6 ECTS
Project Management	12 ECTS
Further Project Management	12 ECTS
Project Management - Principles	6 ECTS
Project Management -Themes	12 ECTS
Project Management - Processes	12 ECTS
Managing Projects Using MS Project	6 ECTS
Research Methods	6 ECTS
Preparing a Dissertation Proposal	6 ECTS
Project and Dissertation	18 ECTS



UNIVERSITY OF MALTA
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Bachelor of Arts (Honours) in Public Administration

5 Years Duration

Course Overview

This course is primarily targeted at junior and middle-ranking officials who work in the Public Service, public corporations and regulatory bodies. It aims to empower students with the required skills, including theory, empirical evidence, research and critical thinking, to become professional practitioners.

The course establishes good governance as a fundamental platform on which a variety of concepts are laid out, including public sector finance, economic knowhow, human resources development, quality management, policy processes, as well as national, European and international institutional frameworks. It provides students with interactive learning experiences that enhance and diversify the job knowledge and skills-portfolio of public officers.

On an organisational level, this course is intended to enrich the capacity building of the Maltese Public Administration and, on an individual level, it helps to expand the potential of human intellect and personality of students.

YEAR ONE

Semester 1

Micro Economics Issues and Concepts	4 ECTS
Local Governance	4 ECTS
Il-Malti għall-Amministraturi Pubbliċi	2 ECTS
Research Policy	4 ECTS

Semester 2

Macro Economics Issues and Concepts	4 ECTS
Public Life: Sociological Implications	4 ECTS
History of Maltese Public Service	2 ECTS
Research Policy	4 ECTS

YEAR TWO

Semester 1

Law and Public Policy	4 ECTS
Decision-Making	6 ECTS
Research Project	6 ECTS

Semester 2

Public Management and Social Policy	6 ECTS
People Development in the Public Sector	4 ECTS
Research Project	6 ECTS

YEAR THREE

Semester 1

Development in Contemporary Societies	4 ECTS
Leadership in Public Affairs	4 ECTS
Governmental Accounting 1	4 ECTS

Semester 2

Comparative Public Administration	4 ECTS
Interpreting Data for Policy Analysis	4 ECTS
Employee Relations and Public Policy	6 ECTS
Governmental Accounting 1	4 ECTS

YEAR FOUR

Semester 1

Institutional Development	6 ECTS
Public Administration in Small States	4 ECTS
Public Administration and Sustainability	4 ECTS
Policy-Making in Europe	4 ECTS
Governmental Accounting 2	4 ECTS

Semester 2

Economics for Public Officers 1	6 ECTS
Quality in Public Administration	4 ECTS
Non-Governmental Organisations: Roles, Strategies and Operations	4 ECTS
Evidence Based Policy	5 ECTS
Governmental Accounting 2	4 ECTS

YEAR FIVE

Semester 1

Standards of Conduct in Business and Governance	4 ECTS
Economics for Public Officers 2	6 ECTS
Aspects of Supranational Governance	4 ECTS
Governmental Accounting 3	4 ECTS
Dissertation	7 ECTS

Semester 2

Creative and Critical Thinking for Public Officers	4 ECTS
Policy Development	4 ECTS
Governmental Accounting 3	4 ECTS
Dissertation	8 ECTS



Masters of Business Administration (Public Management)

2 Years Duration

Course Overview

The MBA (Public Management) is intended to address the needs of actual and aspiring senior managers in the Public Service. As such it will make a valuable contribution to the Government's programme of Public Service renewal, a key component of which is improving the quality of management and preparing managers in the Public Service.

The Public Management stream combines those elements of the MBA which are considered of most direct relevance to public managers with study-units pertaining directly to public policy-making and public management.

It includes study-units on topics such as managing information systems, managerial accounting, human resources management and cost benefit analysis which are of direct relevance to public managers since public management practice in these areas draws, or would benefit from drawing, on private-sector best practices.

YEAR ONE

Semester 1

Adding Value through Human Resources	5 ECTS
Comparative and Theoretical Aspects of Public Policy	10 ECTS

Semester 2

Managerial Accounting 1	5 ECTS
Tools for Business Decision Making	5 ECTS
Service Excellence	5 ECTS

YEAR TWO

Semester 1

Corporate Finance	5 ECTS
People, Organisations and Development	5 ECTS
Competitiveness and Innovation: Government and New Ideas	5 ECTS

Semester 2

Strategy, Policy Implementation and Review	5 ECTS
Business Continuity in the Public Sector	5 ECTS
Leadership in Public Organisations	5 ECTS

Semester 3

Applied Research Project	30 ECTS
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UNIVERSITY OF MALTA
L-Universit  ta' Malta

Master of Arts in Public Policy Leadership

3 Years Duration

Course Overview

The Masters of Arts in Public Policy Leadership is the flagship programme at the University of Malta's Department of Public Policy. It equips students with the knowledge and competences necessary to lead and influence public enterprises, read the signs of the political and economic contexts, identify opportunities, boost research and analysis, understand governance, and most importantly, improve policy success.

The driving philosophy of this course is "leading through policy-making" whereby students get the opportunity to think, develop effective ideas, move from theory to action and develop their potential to lead. To this effect, the programme is designed to foster unexplored leadership qualities in students in order to diversify and enrich their existing talent platform. Furthermore, it provides well-grounded public management tools to engage successfully in public affairs as executives, analysts, consultants and policy advisors in state, business and non-governmental organisations.

The programme develops ethical and effective leaders who are capable of bringing about planned change and ensuring good governance, while maintaining institutional stability. It provides a distinctive learning journey that accentuates the intimate link between leadership and policy sciences.

Beginning with the foundation of political thought, policy processes, governance and research methodologies, the curriculum proceeds to examine the arts of leadership, accentuating the policy leader's role in governance, innovation, competitiveness, decision-making and problem-solving. Utilising a variety of learning methods, including case studies, workshops, study visits and group work, the programme assesses leaders' decisions and governance structures, analyses contexts and evaluates policies and policy outcomes. Students will have the opportunity to interact with academic staff (who also have work experience in the public sector and in business as well as in non-governmental organisations) as well as with professionals and policy-makers.

YEAR ONE

Semester 1

Research Methods for Policy and Business 1	5 ECTS
Comparative and Theoretical Aspects of Public Policy	10 ECTS

Semester 2

Political Economy	5 ECTS
Research Methods for Policy and Business 2	5 ECTS
Patterns of Leadership in Government	5 ECTS

YEAR TWO

Semester 1

Politics and Public Policy	5 ECTS
Comparative Governance and Institutional Design	5 ECTS
Good Governance and Leadership or	
Comparative Governance and Innovation: Government and New Ideas	5 ECTS

Semester 2

Strategy, Policy Implementation and Review	5 ECTS
* Business Continuity in the Public Sector	5 ECTS
* Communicating Government	5 ECTS
* Leadership in Public Organisations	5 ECTS
* students are required to register for two of the elective study units.	

YEAR THREE

Semester 1

Dissertation	30 ECTS
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Diploma in Archives and Records Management

2 Years Duration

YEAR ONE

Semester 1

Information Case Studies and Practices	4 ECTS
Recordkeeping Theory, Principles and Processes	4 ECTS
Knowledge and Information Science: Approaches, Frameworks and Theories	4 ECTS

Semester 2

Document Management Systems	2 ECTS
Introduction to Electronic Records Management	4 ECTS
Malta-Related Archives and Records	6 ECTS
Intellectual Control of Records	4 ECTS

YEAR TWO

Semester 1

Practicum*	4 ECTS
Archives Management	4 ECTS
Information Sectors**	4 ECTS
Palaeography and Diplomatics**	4 ECTS
Special Topic**	4 ECTS

***Students are required to register for the Practicum either in Semester 1 or Semester 2**

Semester 2

Practicum*	4 ECTS
Archival Description	4 ECTS
Long Essay	8 ECTS
Synoptic Exam Paper 1	4 ECTS
Synoptic Exam Paper 2	4 ECTS
Library Services to Children and Young Adults**	4 ECTS
Collective Memory Institutions, History and Society**	4 ECTS
Special Topic**	4 ECTS

****In addition to the compulsory study-units, students are required to register for 4 ECTS credits from the list of elective study-units on offer during the year.**

Language Training Programmes

During the 2018/2019 academic year, the Institute for the Public Services will once again be offering a number of sponsorships in French and German. Courses in these languages will be provided by the Alliance Française and the German–Maltese Circle. The overall objective of the sponsorships is to provide an opportunity for public officers to obtain linguistic skills which may prove useful in their current or future work. No previous knowledge of either language is required.

Sponsorships will be offered to those officers who will be following a language course at beginner level. Officers who wish to follow a language course but already have a basic knowledge of the language may also be offered a sponsorship, provided that they are first-time applicants with IPS and its predecessor organisation the Centre for Development, Research and Training.

Apart from the beginners' courses and sponsorships for first-time applicants, IPS will also offer an opportunity to proceed to the next level of the course, to the three best-placed officers in each respective category in the annual exam set by the teaching institution. In cases where an exam is not set by the teaching institution, the three best placed officers will be determined by attendance and assessment results obtained throughout the year.

04

CAREER
STREAMS



From time to time the Public Service identifies particular areas that need a certain level of specialisation. People working in these areas need to be trained specifically for that role.

However, it is also possible for employees to recognise their potential or register an interest in such fields, even with a view to eventually work in them. It is therefore natural for them to wish to develop their skills further in this regard. IPS is working to provide accredited programmes in a number of these fields and we hope to be able to offer even more in the future. The current specialisation streams for which we provide accredited training are outlined below.



Customer Care Stream

Continuous Professional Development Award in Customer Care - Foundation Course, Level 4

4 ECVETS (25 contact hours)

Entry requirements

Participants must work within the Public Sector. No prior knowledge of customer care is expected. However, on-the-job experience would help participants understand the context better.

Overall course objectives

(the knowledge, skills and competences acquired by the learner at the end of the course)

Keeping customers happy doesn't just mean doing things right, but also doing things at the right time as defined by them. This means knowing exactly what they need, want and expect. Every single contact with the customer is important regardless of its length or context. This course is intended to help relatively new employees working in customer care learn the fundamental principles of good customer service practices. It can also help experienced employees polish and build on their skills set.

Course outline

Put the customer at the centre of your focus

Discover who your customers are and what they expect.

Achieving Results while giving good service

Organisational targets are set and must be reached. However, within Public Administration it's not just the bottom line but also the service. Balancing targets and results with giving a caring service is an important skill.

Teamwork, cooperation and networking for quick results

Building good teamwork with colleagues, cooperating with various individuals and entities as well as fostering reliable networks help in achieving quicker results and lead to a more satisfied public.

Moments of truth

How to leave a positive impression, especially a first impression, regardless of the situation.

Building good customer rapport.

This is essential to providing a quality service.

Problem Solving and Analytical thinking

Many customer care situations call for some quick thinking, problem solving and analysis eg: channelling requests and issues, replying satisfactorily, passing on sometimes negative messages, etc.

Integrity and Ethical behaviour.

One should be careful not to compromise integrity, even if it would seem to facilitate matters for the customer.

Communication Skills.

The key to smooth relationships is to develop skills and communication.

Managing the phone effectively

Telephone techniques to ensure customer service is at an optimum.

Active listening

Develop your listening and responding skills to maximise mutual understanding.

Empathy

Learn to identify with and comprehend the art of empathy.

What customers want to hear

Utilising active language to reach a positive outcome.

Questioning Techniques

Use open, probing and closed questions to uncover and deliver on customer needs.

Email in Customer Communication

Use email effectively and in the right situations.

GREAT Customer Service

Bring together the skills and abilities to maximise every customer interaction.

Handling People

Skilfully fielding and tackling aggressiveness with mediation, negotiation and a sympathetic ear. Handling telephone conversations and face to face communication with irate customers.

Customer Calamities

Techniques to assist with a range of customer feedback scenarios.

Complaint Handling

Empower yourself to deal with complaints and problem solve.

Freedom of Information

This training programme will provide information and help participants understand the right of the general public to access information held by public authorities, in order to promote added transparency and accountability within and across Government.

- Presentation on the FOIA & Administrative Structures
- FOIA Code of Practice
- FOIA Exemptions
- Workshops and Case Studies



Data Protection Awareness

The right to privacy is a fundamental human right which is safeguarded and enshrined in our Constitution. The Data Protection Act 2001 and the EU Directive 2016/679 (General Data Protection Regulation) provide for the protection of individuals against the violation of their privacy by the processing of personal data and for matters connected therewith.

Through this programme participants should become more aware of the implementation of Data Protection requirements in the Public Service and related issues.

Continuous Professional Development Award in Customer Care -

Advanced Course, Level 4

4 ECVETs (25 contact hours)

Target Group

Experienced Public Officers working in customer care or managing the customer care function.

Entry requirements

Participants must work within the Public Sector. Prior knowledge and experience of customer care is expected.

Overall course objectives

This facilitated workshop-style customer service training is aimed at front-line staff, who are in direct contact with the public and who have been delivering customer care for some time. It assumes that attendees have the basic skills and knowledge to deliver good customer service, and focuses on sharing experiences and developing best practice to achieve excellent customer service. The emphasis of this customer service training course is on customer service empathy training, and encourages better understanding of the things that are important to customers. The course takes a positive approach using principles from 'appreciative inquiry', and is a useful means of advancing current practices without patronising experienced attendees by re-covering any previous learning.

The course also focuses on managing the customer care function. Whilst the fundamental skills required when managing staff in a customer care environment are perhaps no different to managing staff in any other environment, the focus is quite different. This course will help team leaders and supervisors to get the best performance from their customer service team.

Motivation, delegation, giving and receiving feedback, and day-to-day performance management are covered, with the emphasis being on managing the team through engagement and involvement.

Learning Outcomes for Communication Skills for the whole course

The learner will be able to:

- a) Describe the main tenets of delivering good customer care service, reaching and, if possible, surpassing customers' expectations.
- b) Illustrate good customer care with real life examples from one's organisation as well as others representing best practice.
- c) Discuss issues encountered in everyday dealings with clients both internal and external.
- d) Present possible solutions to issues clearly and creatively.
- e) Explain situations and circumstances to clients as well as colleagues/officers.
- f) Review the current customer care function.

- g) Discuss ideas thus illustrating their utility and efficiency, as well as interacting with others on the team to discuss and review feedback.
- h) Name improvements.
- i) Speak to superiors regarding possible changes.
- j) Illustrate how things can be improved to garner the support of colleagues and superiors.

Learning Outcomes for Learning Skills for the whole course

The learner will be able to:

Evaluate own learning and possibly undertake further learning on the subject as well as further studies on how to improve the organisation's/section's customer care function.

Course outline

Module 1- Advanced Customer Care

This module offers further insight into customer care as a crucial aspect of any organisation, more so of public service delivery. Building on the previous course (Foundation Course in Customer Care) it will focus on areas such as the importance of following through systematically with every existing and potential customer. This advanced customer care module is about caring enough about clients to stay in touch, to give a reminder when needed to the appropriate authorities, or to pass on additional information using competencies such as communication, creative thinking and interpersonal skills.

Module 2 - Managing the Customer Care Function

The second module focuses on setting up and running an effective and efficient customer care unit. Although a number of attendees are already part of an up and running unit they will be able to compare their experience with others' as well as proper procedures and practices outlined by the facilitator and best practice. For example, does the unit make use of proper standard operating procedures? Are these procedures known by all employees within the section? Is there some form of quality service charter advertised?

This module will also cover leadership aspects, customer service strategies that work, aligning customer service strategy with a business strategy, ongoing measurement and monitoring to support, how to manage and monitor complaints, leading improvement and initiatives to develop the strategy – involving the workforce and aligning work groups to ensure that strategic goals are met.

General assessment policy and procedures

Modules and courses are assessed in various ways relevant to the subject matter. IPS policy is to:

- Link the assessment to the subject – eg: delivering a presentation in a Presentation Skills course
- Keep the audience in mind – asking senior managers for lengthy assignments may prove counterproductive in the end – case studies discussion, etc could be used instead
- Look at which type of assessment would have most impact and help retention
- Look at the circumstances and needs of the participants and the organisation they come from

- Consider the time available and the duration of the whole course
- Consider the subject matter of the course.

Service of Excellence (2 hours)

- Who is our customer?
- What are their needs and expectations?
- Professional customer care principles
- Service of Excellence – 4 Pillars
- Directive 4-1 - awareness and implementation
- Ten Departmental Standards
- Mystery Shopper and Quality assessments
- Quality assessments
- Other initiatives
- Learning Points

L5 Award in Customer Care Management (MCAST)

Employees working in a customer care environment within the public sector work in a constantly changing environment. They are forming relations with both internal and external customers in order to provide a useful service. They are also expected to carry out a number of administrative and management tasks in order to fulfil their roles effectively. Public sector organisations have now also come to realise that looking after their customers and taking the opportunity to learn from them is key to delivering services which are both effective and efficient. Consequently this course equips learners with the key knowledge and skills required to acquire the responsibility and autonomy to perform key tasks within their department and organisation, whilst demonstrating the necessary commitment towards service excellence. This includes ,professional development, interpersonal and intrapersonal skills, leadership skills, aspects to help one work on own initiative, customer service and a general understanding of organisations and how they function.

30 credits – 300 Guided hours



ICT Stream

The ICT Stream Development Programme is aimed at public officers within the ICT stream who wish to be eligible for progression within the stream. It offers ICT officers in ministries and departments the opportunity for relevant training and networking. The programme aims to extend participants' personal and professional skills in ICT, management and administrative know-how which will help them deliver effectively and efficiently.

ICT Support Assistant Development Programme (Scale 13-12)

- **ICT Administrative setup and procedures**

This course defines the Policies and Procedures pertaining to government ICT. It establishes the governing rules and structure of the ICT function as a whole.

- **Communication Skills**

This communication skills course provides an insight into the way communication works. It will focus on listening skills, questioning, verbal and non-verbal communication, telephone skills, etc.

- **Government main software and hardware platforms and ICT setups including networks**

As the heading implies, this unit focuses on the main ICT setups.

- **Basic inventory Management**

This course aims to impart a detailed overview on the current practices in inventory management and stock control with particular focus on both current government regulations and also on best practices regarding this topic within an accrual accounting (CFMS) structure.

The course outline includes stock control procedures and systems, stock valuation techniques, stocktaking, Government Regulations, managing stock and the logistical function.

- **Basic record management/Registry**

This course will enable participants to understand and appreciate the importance of registry

service procedures and to become more proficient with filing, keeping an up to date and efficient registry, prioritising mail and other related functions. A quick overview of the Docreg system will be presented during this programme.

ICT Support Officer Development Programme (Scale 11-10)

- **An Introduction to Public Procurement (8 hours)**
During this course participants will get an overview on the latest public procurement regulations and procedures, including thresholds, and the electronic public procurement system.
- **ICT Module : ICT setup requirements**

Migration of data
2nd level support activities
Network infrastructure and maintenance
User Acceptance testing
Data Analysis
Public-Facing websites
Systems Security and safety standards
Mobile technologies
- **Inventory Management – tangible and intangible assets**

All business entities own a variety of assets, both tangible and intangible and the effective management of these assets plays a critical part in the overall success of the enterprise. This course provides a complete view of every aspect in the asset lifecycle. Applicable for all categories of assets, it enables the relevant and authorized managers to optimally and pro-actively balance business demands and resource constraints.
- **Report writing/Basic writing of user guides (16 hours).**

This course will help participants to write reports that are clear, impressive and successful. Skills learned include clarifying objectives, drawing up an outline and organising information, constructing arguments, preparing summaries and writing recommendations. The course will also look into the skill of creating user-friendly instructional content, such as user manuals and product information documents as well as managing updates and edits to existing documentation.

ICT and Business Analyst Development Programme (Scale 9-8)

- **Public Procurement Regulations and Procedures (25 hours)**

During this course participants will learn about the latest public procurement regulations, how to prepare and draft public tenders including the relevant 'terms of reference' and 'technical specifications', using updated templates as well as about the evaluation criteria and appeals process.

- **Green Public Procurement (4 hours)**

This course aims to impart the Government's commitment and policies in favour of environmental safeguards and wiser use of material and resources through its procurement of material supplies and services.

- **General Data Protection Regulations (4 hours)**

The GDPR provides for the protection of individuals against the violation of their privacy by the processing of personal data and for matters connected herewith. Through this programme participants should become more aware of the implementation of Data Protection requirements in the Public Service and related issues.

- **Implementing Business Strategy (8 hours)**

Implementing a strategy is much tougher than drawing it up. It requires outstanding persistence, passion and leadership to execute well. The building of an action plan, the development of metrics, and a review system are the cornerstones of the implementation plan. Implementing a plan to achieve extraordinary results requires two key things. A systems approach, and a disciplined methodology which keeps a team focussed on actions necessary to achieve their business objectives and goals.

ICT Systems Analyst /Administrator Development Programme (Scale 8-7)

- **Implementing ICT Business Objectives (8 hours)**

The central role of objectives, or business targets, is to meet the broader goals of the organisation. Implementing business objectives requires effective communication with staff to align business goals with individual and team goals. It also requires strategic planning, budgeting and ongoing monitoring of specific performance measurements. The course also assesses the degree to which organisational plans and ICT plans are aligned. It explores briefly the mechanisms for establishing ICT priorities such as new projects, changes to existing systems etc.

- **Effective Policy making (8 hours)**

This training course provides delegates with the tools and techniques needed to help them as potential policymakers use evidence more effectively, ultimately leading to better decision-making and improved real world outcomes.

- **ICT Technical Training**



Financial Stream

Training for Procurement Officers

Continuous Development Award in Public Procurement Regulations

4 ECVETs (25 contact hours)

Target Group

Government employees from the main government entities, departments, ministries and/or organisations that utilise the Public Procurement Regulations in order to acquire any works, services or supplies as necessary.

Overall Course Objectives

By the end of the course the learner would be able to describe clearly the latest Public Procurement Regulations as well as identify good procurement practices. Officers attending the course will be able to identify the different methods of procurement, as well as the list of regulations attached to each such as financial ceilings, applicability, approval levels, etc.

Be able to apply the regulations when procuring goods or services. Understanding the principle of project management in the post-contracting stage and the application of the same to the project cycle will render the person in charge of any contract capable of managing and planning for change and unforeseen circumstances. The effective project leader will be exposed to the key tools for maintaining project information and monitoring various aspects of the project particularly should modifications to the contract be deemed necessary.

Be responsible for following proper procurement practices, carry out related tasks such as preparing calls for quotations, or advising senior management on the best way to procure a particular good or service, create internal guidelines and supervise procurement practices within the employee's organisation or department.

Entry Requirements

Working in the public sector within Procurement Sections.

Course Rationale

It is of utmost importance that public procurement is fair and efficient and conducted in a manner that secures best value for public money. Good financial management practice requires a connection

between resource costs and achieving the desired outputs and results. The contracting authority is responsible for obtaining best value in procurement and is accountable for the efficient and effective use of resources.

It is universally accepted that best value is best achieved by the use of a competitive process carried out in an open, objective and transparent manner. This long-standing national policy is reflected in EU Directives on public procurement which impose legal obligations on public bodies with regard to advertising and the use of objective tendering procedures for contracts within the stipulated thresholds.

Public bodies need to ensure that the staff involved in purchasing or placing contracts for works or services are familiar with the EU and international rules that may be applied and that they are aware of the legal and policy framework within which procurement must be carried out. Public bodies must also take measures, such as separating functions within the procurement cycle, i.e. ordering goods, receiving goods or services and payment for goods or services, so as to safeguard against improper or unethical practices.

Ongoing training is crucial to keep abreast with new developments and practices which serve to strengthen the basic principles of procurement. Moreover, training is vital when it comes to the implementation of the new Public Procurement Regulations which came into force on the 16th of April 2016, based on Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC.

Learning Outcomes for Communication Skills for the whole course

The learner will be able to:

- a) describe the different types of procedures and approaches to procurement policy
- b) explain the procurement development cycle
- c) discuss what Government chooses to do or not to do for societal benefit in terms of the Procurement Regulations
- d) Review departmental/organisational practices and procedures in order to support management in making informed and effective decisions.

Learning Outcomes for Learning Skills for the whole course

Evaluate own learning and possibly undertake further learning on the subject as well as further studies on how to improve the organisation's/section's customer care function.

List of Modules

Procurement and Planning	1 ECVET
Procurement Procedures and Award Criteria	1 ECVET
ESPD (Exclusion Criteria/Blacklisting/ Selection Criteria)	1 ECVET

The Evaluation Process and Compliance
Modifications and Post-Contracting Issues

1 ECVET

1 ECVET

Green Public Procurement (4 hours)

This course aims to impart the Government's commitment and policies in favour of environmental safeguards and wiser use of material and resources through its procurement of material supplies and services.

Training for Managers in Accounting and Finance

Basic Accounting Principles (12 hours)

Objectives

The aim of this course is for employees to:

- Develop knowledge and understanding of the principles and purposes of accounting.
- Develop problem-solving, computational, and decision-making skills.
- Cultivate mental discipline and foster critical thinking.
- Embrace the concept of accountability.

There will be hands-on training sessions whereby participants will be introduced to basic accounting and learn how to read financial statements, including statements of financial performance and financial position and cash flow statements.

Content

The purpose of accounting

Accounting principles and policies

Sources and recording of data

- The double entry system of book-keeping
- Business documents
- Books of original entry
- The ledger

Verification of accounting records

- The trial balance
- Correction of errors

- Bank reconciliation
- Control Accounts

Accounting procedures – accounting for

- Revenue and expenditure transactions
- Assets and liabilities including non-current assets and liabilities, current assets and liabilities, net assets/equity

Principles of financial statements

- Statement of financial performance
- Statement of financial position
- Cash flow statement
- Notes to the financial statements

Analysis and interpretation

- Interpretation of accounting ratios
- Inter-ministerial/departmental comparison
- Comparison with budgetary figures and prior years
- Uses of accounting by interested parties
- Limitations of accounting statements
- Government financial regulations

Continuous Professional Development Award in Economic Principles - Level 4

4 ECVETs (25 contact hours)

Overall course objectives

Participants will obtain a better understanding of the fundamental concepts of economics, supported with real life examples and the application of these concepts. Particular reference will be made to the challenges, dynamics and rapid changes taking place in the Maltese economy. This course aims to impart essential tools for the analysis of the economic aspects related to Microeconomic analysis, including consumer and firm behaviour; and Macroeconomic analysis, including developments in Gross Domestic Product and its components, external indicators, fiscal variables, the labour market and financial markets.

Learning Outcomes for Communication Skills for the whole course

The learner will be able to:

- Explain basic concepts of economics
- Illustrate these concepts with examples from the local scene preferably from Public Administration

- Explain economic aspects such as Microeconomics, Macroeconomics, external indicators, fiscal variables, etc
- Review possible instances at the workplace where these concepts could be used effectively and discuss how to make improvements.

Learning Outcomes for Learning Skills for the whole course

The learner will be able to evaluate own learning and possibly undertake further learning on the subject.

Course Outline

Module 1: Microeconomics

- Brief history of economic thought
- Choice and opportunity cost
- Economic systems
- Economic models, indicators and econometrics
- The price system, price elasticity and price controls
- Demand and supply
- Free markets and price controls in product and labour markets
- The concepts of consumer choice
- Concepts of production and costs
- Market structures (Perfect and Imperfect competition, oligopoly and monopoly)

Module 2: Macroeconomics

- Introduction to the Maltese economy
- The main sectors of the Maltese economy
- Targets and objectives of macro-economic policy
- Towards Lisbon Agenda objectives
- Overview of important Maltese official publications related to the above: e.g. NRP, Operational programmes, Economic Survey, Budget Speech, Financial Estimates and Central Bank publications.
- The economic cycle, national income, GDP and index number formats
- Aggregate supply and aggregate demand
- Consumer spending and saving
- Capital investment and spending
- Multiplier and accelerator process
- Fiscal policy and trade
- Supply-side economics
- Inflation, deflation, unemployment and the Phillips Curve
- Exchange rates and balance of payments
- Macroeconomic policy: fiscal policy: Government revenue and expenditure, money and monetary policy; the implications of the European Monetary Union on monetary policy in Malta

- p) Analysis and implications of government expenditure: Government borrowing and deficits
- q) Economic growth
- r) International trade and economic development

General assessment policy and procedures

Modules and courses are assessed in various ways relevant to the subject matter. IPS policy is to:

- Link the assessment to the subject – eg: delivering a presentation in a Presentation Skills course
- Keep the audience in mind – asking senior managers for lengthy assignments may prove counterproductive in the end – case studies discussion, etc could be used instead
- Look at the which type of assessment would have most impact and help retention
- Look at the circumstances and needs of the participants and the organisation they come from
- Consider the time available and the duration of the whole course
- Consider the subject matter of the course.

Basic Accounting (45 hours)

Target Audience

Public officers working in finance and administration departments and those working on accounting duties.

Course outline

This course is intended for public officers working in finance and administration departments and those working on accounting duties. This course provides participants with a good working knowledge of Accrual Accounting.

Inventory Management and Control (16 hours)

Target Audience

All grades. This course should be attended by public officers whose responsibilities include inventory management and control, procurement, storage and the issuing of goods and supplies and related duties.

Course outline

This course aims to impart a detailed overview of the current practices in inventory management and stock control with particular focus on both current government regulations and also on best practices regarding this topic within an accrual accounting (CFMS) structure. The course outline includes stock control procedures and systems, stock valuation techniques, stocktaking, Government Regulations, managing stock and the logistical function.

Travel Regulations and Procedures (8 hours)

Target Audience

All grades.

Course outline

This short course aims to enable participants to better apply the updated overseas travel regulations and procedures as necessary.

Payroll Back Office Training Programme

This course, which was developed by the Directorate General Operations, Ministry for Gozo, is intended for employees working on the Government payroll. It delves into the interdependence of stakeholders, specific resourcing and HR policies and procedures, the workings of the Central Salaries Section and Line Departments, and other relevant areas which will equip participants with the knowledge and hands-on-skills to be able to carry out their duties with a clear understanding of the workings and the various roles involved.

Course outline

Module 1

General Overview of the Government Payroll Function.

Module 2

Resourcing Policies and Procedures.

Module 3

HR Policy, Regulations, Circulars and Directives.

Module 4

Central Salaries – Computation of Salaries.

Module 5

Line Department – Computation of Allowances.

Module 6

Operational Procedures and Reporting Standards.

Module 7

Refunds and Supplementary Payments.

Module 8

Taxation and Social Security Contribution Maintenance.

Module 9

Practical Sessions and Computations.

Module CSS

Standardising & Synchronisation of Internal Processes & Procedures at Central Salaries. (Internal).



People Management and Wellbeing Stream

With human capital being a key resource of any government, it is important to deepen the capabilities of officers working in the field of people management, to enable them to become strategic partners who can add value to their organisation's performance.

Programmes within this category will focus on:

- The people management framework and policies
- Key trends and developments affecting human resource management
- Formulating strategic human resource plans to improve people management in one's organisation
- Governance
- Strategic human resource planning
- Recruitment and selection
- Performance management
- Training and development

PEOPLE MANAGEMENT AND INDUSTRIAL RELATIONS FOR PUBLIC OFFICERS

Core Management

- Overview of IR and study unit
- Data and personnel systems management
- Salary structures and understanding organisational planning and forecasting; working financials and implications (long and short term)
- Strategic analysis of data system statistics for the purposes of industrial relations

Strategic People Management

- People Management as distinct from personnel
- Performance Appraisals and identifying needs gaps
- Organisational culture (branding, corporate image & service of excellence)

Interpersonal Skills

- Interpersonal skills/ body language
- Emotional intelligence - understanding our subordinates, colleagues and counterparts (union representatives)

Industrial Relations

- Conflict resolution & problem-solving
- Negotiation processes and considerations to be made

Legal Framework

- EIRA and its subsidiary legislation
- Directives 7, 8, 9 & 10 issued by the Principal Permanent Secretary for the Public Administration

Placements (20 hours)

IRU will be coordinating placements for real industrial relations discussions

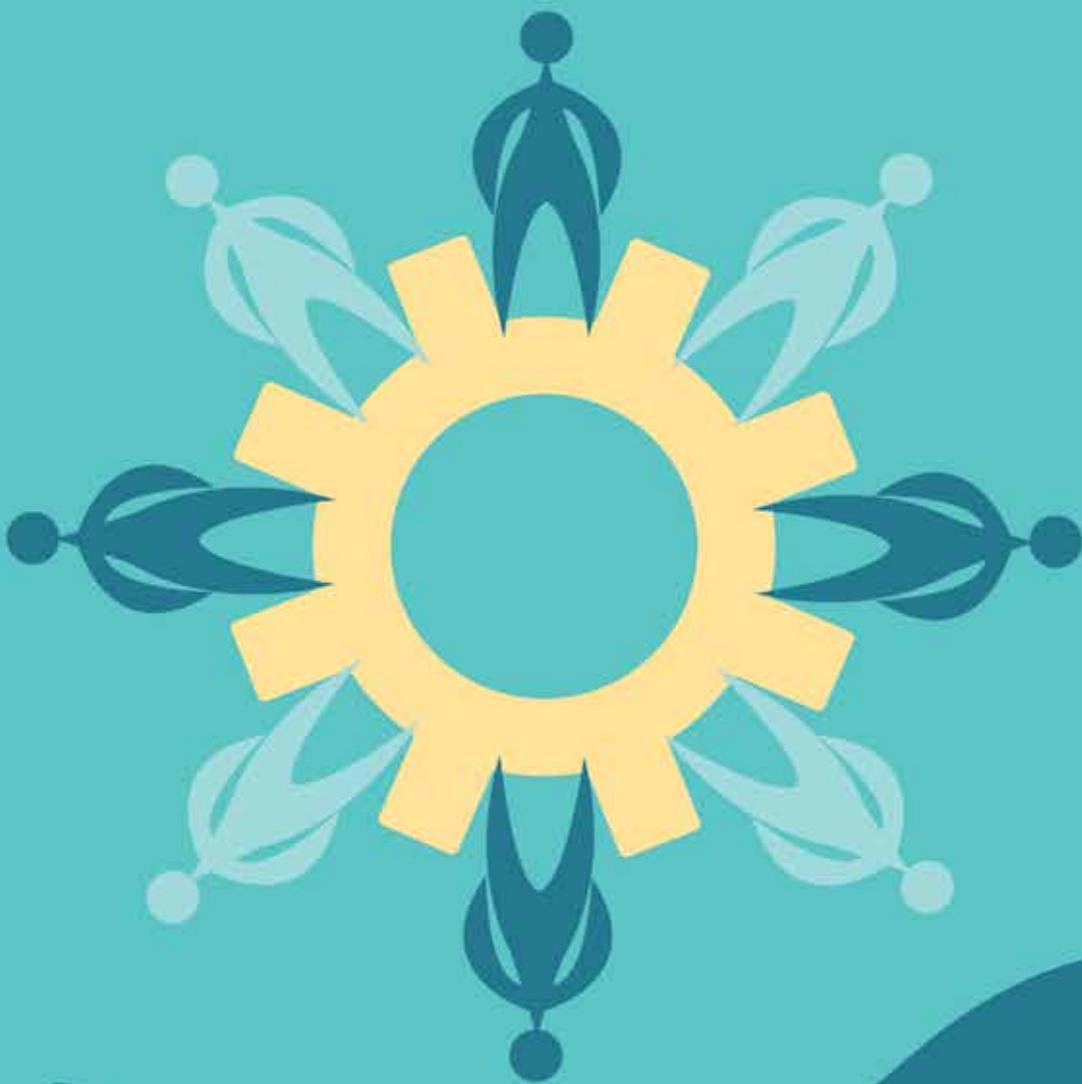
05

CAREER AND LIFE

IPS is your institute. Our training is tailored to suit your needs. As a public employee, there are a number of measures that you can avail yourself of, particularly to balance work with a number of other responsibilities. Some even take career breaks of a few years.

We appreciate that returning to work after a long absence can be daunting. Others still might opt for teleworking and some may experience difficulty adjusting to this new arrangement, or even in managing those who work within this set up. Our training programmes can help ease your return to work, updating you on developments, as well as helping you manage your own, or your team's, flexible working arrangements. As you approach the end of your career, we would even like to prepare you for the new world of retirement, which is also a stage that needs a degree of adjustment. If you are at any of these stages, do look up the courses available in this section.

- Pre-retirement Course (16 hours)
- Training for Employees Returning from Long Absence (4 hours)
- Work-Life balance and Teleworking (duration tba)



06

GOVERNMENT
INITIATIVES



Blockchain courses

Employees interested in the above topic can attend a 5 credit module held at the University of Malta. UoM is offering two courses: one for technical people while the other is for non-technical employees.

SpatialTrain sponsorships

The SpatialTRAIN Scholarships Scheme aims to provide quality tertiary education in the field of geospatial technology (Geomatics) to the public administration within government entities. It will provide the human capacity and expertise to upgrade the knowledge base in the use of geospatial technology as part of the development of the national spatial infrastructure within the public sector.

The SpatialTRAIN Scholarships Scheme addresses the above objectives is part-financed by the European Union Operational Programme II - Cohesion Policy 2014 - 2020, Call III, European Social Fund.

Training Programme for Assistant Health Carers

Training Programme for Health Carers

Training Programme for Senior Health Carers

TRAINING FOR CARERS

Training Programme for Health Carer

Course Introduction Introduction to Care Nature and Definition of Caring	1 HOUR
The role of the Health Carer as part of the team Roles and responsibilities including soft skills Working in a multi professional team. Building a therapeutic relationship	4 HOURS
Principles of Management The Health Care system SOP's and Policies	1 HOUR
Introduction to Activities of Daily Living	1 HOUR
Communication Theory Communication skills practical sessions: Verbal Non Verbal Empathy Assertiveness Caring for the multi-ethnic patient Customer Care including dealing with difficult Customers Handling telephone calls	4 HOURS
Breathing Assisting the patient with breathing difficulties Positioning the patient to encourage breathing difficulties	2 HOURS

Eating and Drinking

2 HOURS

Diets in relation to different conditions, diseases
Swallowing/ Mechanical Complications/Feeding technique/ Use of thickener
Encourage adequate hydration
Food Handling

Elimination

2 HOURS

Continence Care/ Bowel & Bladder Care
Observation of urine and faeces for abnormalities
Care of a patient having a urinary catheter
Emptying of a urine bag

Personal Cleansing and Dressing

3 HOURS

Oral Care
Catheter Care
Care of the feet especially in patients with diabetes
Care of pressure areas
Prevention of pressure sores

Controlling Body Temperature

2 HOURS

Normal core and peripheral body temperatures
Temperature recording
Respiratory recording

Maintaining a Safe Environment

2 HOURS

Health and safety awareness
The concept of health and safety at the workplace for oneself, colleagues, patients and visitors
Safety hazards during moving and handling

Mobilising

2 HOURS

Moving and Handling Theory
Practical session including the use of hoist and sliding sheet.

<p>Death and the Dying</p> <p>Caring for the dying patient</p> <p>Last offices</p> <p>Different cultures and attitudes towards death</p>	1 HOUR
<p>Infection Control</p> <p>Safe hygiene techniques</p> <p>Hand hygiene</p> <p>Personal protective equipment</p> <p>Clinical waste</p>	2 HOURS
<p>Documentation</p>	1 HOUR
<p>Other Caring Observations/Recordings</p> <p>Specimen Collection</p> <p>Routine testing of urine using reagent strips</p> <p>Weighing the patient</p> <p>Recording the height of the patient</p>	1 HOUR
<p>The Diabetic Patient</p> <p>Care of the patient with Diabetes</p> <p>Blood Glucose Monitoring</p> <p>Normal Blood Glucose levels</p>	1.5 HOURS
<p>The Hypertensive patient</p> <p>Care of the patient with hypertension</p> <p>Blood Pressure monitoring using an electronic sphygmomanometer</p> <p>Normal Blood Pressure reading</p>	1.5 HOURS

Senior Health Carer Training Programme

Course Introduction Introduction to Care Nature and Definition of Caring	1 HOUR
The role of the Senior Health Carer as part of the team Roles and responsibilities including soft skills Working in a multi professional team. Building a therapeutic relationship Participating in Nurses handover	4 HOURS
Principles of Management The Health Care system SOP's and Policies Definition and meaning of supervision Individualised Care Plans	3 HOURS
Introduction to Activities of Daily Living Promoting Independence	1 HOUR
Communication Theory Communication skills practical sessions: Verbal Non Verbal Empathy Assertiveness Caring for the multi-ethnic patient Customer Care including dealing with difficult Customers Handling telephone calls	4 HOURS
The Respiratory System Breathing as an ADL Assisting the patient with breathing difficulties	3 HOURS

Positioning the patient to encourage breathing difficulties
Assisting nurses in commencing Oxygen Therapy to the patient

The Digestive System

3 HOURS

Eating and Drinking as an ADL
Diets in relation to different conditions, diseases
Swallowing/ Mechanical Complications/Feeding technique/ Use of thickener
Encourage adequate hydration
Food Handling

Elimination

3 HOURS

Continence Care/ Bowel & Bladder Care
Observation of urine and faeces for abnormalities
What is a stoma, different types
Care and changing a stoma
Care of a patient having a urinary catheter
Emptying of a urine bag

Personal Cleansing and Dressing

3 HOURS

Oral Care
Catheter Care
Care of the feet especially in patients with diabetes
Care of pressure areas

The Cardiovascular system

3 HOURS

Controlling Body Temperature as an ADL
Normal core and peripheral body temperatures
Temperature recording
Respiratory recording

Maintaining a Safe Environment

2 HOURS

Health and safety awareness
The concept of health and safety at the workplace for oneself,
colleagues, patients and visitors
Safety hazards during moving and handling

<p>Mobilising</p> <p>Moving and Handling Theory</p> <p>Practical session including the use of hoist and sliding sheet.</p>	2 HOURS
<p>Death and the Dying</p> <p>Caring for the dying patient</p> <p>Last offices</p> <p>Different cultures and attitudes towards death</p>	1 HOUR
<p>Infection Control</p> <p>Safe hygiene techniques</p> <p>Hand hygiene</p> <p>Personal protective equipment</p> <p>Clinical waste</p>	2 HOURS
<p>Documentation</p>	1 HOUR
<p>Other Caring Observations/Recordings</p> <p>Specimen Collection</p> <p>Routine testing of urine using reagent strips</p> <p>Weighing the patient</p> <p>Recording the height of the patient</p>	1 HOUR
<p>The Diabetic Patient</p> <p>Care of the patient with Diabetes</p> <p>Blood Glucose Monitoring</p> <p>Normal Blood Glucose levels</p>	1.5 HOURS
<p>The Hypertensive patient</p> <p>Care of the patient with hypertension</p> <p>Blood Pressure monitoring using an electronic sphygmomanometer</p> <p>Normal Blood Pressure reading</p>	1.5 HOURS

Dakar Absence Management System

Objective

To assist current and/or prospective Dakar Absence Management System (AMS) users in using the system and how this tool can be used to record all absence requirements as per PSMC regulations.

Outline

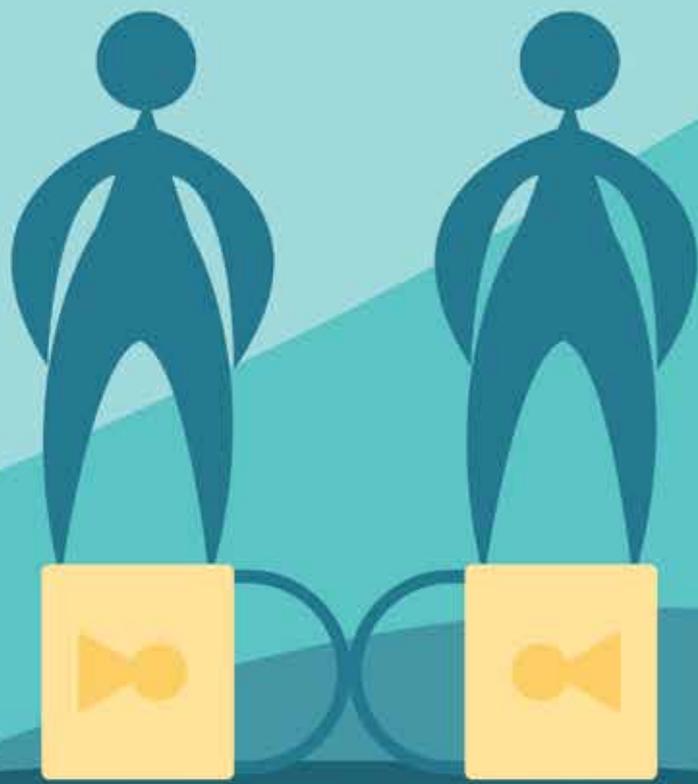
The course will focus on all Dakar AMS features, particularly:

- Absence Booking
- Absence View
- Absence Delete
- Absence Balances
- Absence Entitlements
- Reports, Links and Manuals

The training will guide users through all the stages required to record absences into the Dakar AMS. It will also feature case studies to allow users to understand the scope of the system, its design and properties. The course can be either hands-on or in tutorial form. Users will be granted access to a test environment to practice what they learn.

General Data Protection Regulations

- General Overview of the General Data Protection Regulation
- The Information and Data Protection Commissioner
- Role of the Data Protection Officer
- Data Protection and Retention Policies
- Data Protection Impact Assessment



07

CUSTOMISED TRAINING

Training is only one means of addressing a variety of issues, from skills gaps, to poor performance or service standards. It is however, an effective and flexible tool, if properly used. Taking a blanket approach is, more often than not, a waste of effort and resources.



Training leaves a greater impact if it is designed with specific objectives in mind.

As a manager, you may be experiencing issues with staff or with the performance of the department in general. It could also be the case that you have been tasked with restructuring or adopting a radical change in direction and function. It is also natural to sometimes feel out of your depth when you are asked to draw up a business case or operating procedures, conduct a restructuring or risk assessment exercise, adopt key performance indicators and quantifiable targets or even take on board the new assessment procedures.

All of this could be addressed through training. More importantly, the right training can be identified and provided through Action Learning workshops, Peer Training, coaching and focus groups. Specific courses related to particular areas in the Public Service can be addressed through individual requests. IPS staff are happy to meet with you and discuss your needs and even organise the sessions on your behalf.

A number of examples are listed below.

- Teambuilding – duration as required
- Coping with Difficult People at Work – 8 hours
- Training Needs Assessments – 3 hours
- Training for Organisation Restructuring – duration as required
- Coaching in Various Subjects – duration as required
- Workshops for Senior Managers – duration as required
- Workshops in Various Areas – duration as required





ESF 4.0085 Towards a More Professional Workforce in the Public Administration

This project will involve the training of public officers in various areas both through national and international events. Public officers will have the opportunity to benefit from academic sponsorships, international events, placements and job shadowing, and put into practice the knowledge gained at their place of work for a more efficient service delivery. This is a way forward as part of the overall strategy for the Public Administration to continuously work towards building a more highly skilled and qualified workforce.

Project Activities

- Academic Sponsorships
- International Events
- Placements / Job Shadowing
- Ministry Specific Training
- Modular Training

Academic Sponsorships

Courses have to be finished by October 2022. Courses that started after 24th April 2018 are eligible for full payment unless invoices have already been paid. Officers who started their course before this cut-off date will be eligible for payments made after this date as long as the remaining duration of the course is above 1 month or expenses exceed €1,300. Eligible officers who have already paid their course in full and/or completed their studies cannot apply for sponsorship.

International Events

IPS now also offers sponsorship for International events which include, although not exclusively, seminars, conferences, workshops and forums. In-depth, specialised short training courses will also be considered. Such courses need to be highly relevant and important to the current issues and projects within a

specific Ministry/Department or entity or the wider Public Administration. Duration of training course should not be longer than 2 weeks.

Placements / Job Shadowing

This is a new component that will be introduced under this project. This will enable public service employees to learn through first-hand experience while on the job in departments/companies abroad. For this component IPS have in fact signed a partnership with the Institute for Public Administration (IPA) in Dublin, Ireland to help individuals who have identified areas of interest and facilitate their placements. Other recognised institutions can be selected by the individuals and the necessary arrangements made.

Ministry Specific Training

This component will assist respective ministries which have identified areas that need specialisation through appropriate training. The aim of this activity is to provide a more specialised workforce in the public administration.

Modular Training

In collaboration with Business Leaders Malta, the Institute for Public Services shall be organising various Accrual Accounting courses for public service employees who work directly in accounting departments across all public service departments. Other modular training is being offered, these include: Strategic Change Management, Managing with Leadership, Interviewing Skills, and Customer Care (Foundation & Advanced courses). It is intended to also cover other training through this component, such as the following.

Cyber-security and Office 365

In collaboration with MITA, IPS will be organising the following:

Microsoft 365
Cyber-Security courses

ESF.04.0085 – Towards a More Professional Workforce in the Public Administration

Operational Programme II – European Structural and Investment Funds 2014-2020

“Investing in human capital to create more opportunities and promote the well-being of society”



Operational Programme II - European Structural and Investment Funds 2014-2020
“Investing in human capital to create more opportunities and promote the well-being of society”

Project part-financed by the European Social Fund
Co-financing rate: 80% European Union; 20% National Funds



