Shaping a Public Service Culture towards a Service of Excellence
Mission Statement

The Institute for the Public Services seeks to identify and develop the full potential of Public Officers through research, training and development.
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The Institute for the Public Services is a central body within the People & Standards Division, playing a key role in People Management and Development.

The Institute is the focal point on all matters related to the professional development of public officers and research initiatives for the Public Service in Malta. It takes a pro-active approach in carrying out its comprehensive agenda to foster the educational and vocational needs of all officers working with the Public Service, aligning these development and research initiatives with the overarching public service values. The ultimate goal is to achieve a service of excellence for both internal and external customers at all levels of administration.
The higher level strategy of the Institute for the Public Services is spearheaded by a governing board, which is a collaborative venture with its strategic higher education partners being the University of Malta and the Malta College for Arts, Science and Technology (MCAST). This tripartite platform provides the possibility for a quantum leap that was necessary to transform the central training body of the administration into an academy of the Public Service.

The Institute is set to ensure that all training delivery reflects the standards set out by the central governing framework as well as by the entire government. Guided by the Educators' Board it provides the formation of the Public Service employees at various stages of their career.

IPS devotes equal importance to its research arm as it does to the training and development function. Research sustains the effectiveness of policy development and enhances the development programs through the analysis of policies and training, in line with the research needs of the public service. The research function ensures that IPS retains its position at the heart of the improvement of public services.
This prospectus outlines our training programme for the Academic Year 2019-2020. It is divided into sections which give details about the training which is applicable to the various sectors of the Public Service.

Other sections are dedicated to academic training and sponsorships as well as training in relation to key Government initiatives. It also provides a list of additional training programmes that you could decide to follow in order to further your personal and professional development, together with other courses that are offered at particular life events, such as returning to work after long absences.

IPS also offers guidance and support in other initiatives involving training and development and is involved in other agreements with ministries regarding training initiatives that are not captured within this prospectus.
A GUIDE
to the Prospectus

You will notice that the various sections are colour coded. This will help you find your way around the numerous programmes available.

Each category has a specific colour. The colours are divided as per contents page as follows:

- **Aquamarine** - Technical and Industrial Grades and Support Staff
- **Purple** - General Service Grades
- **Blue** - Senior Management and Headship Positions
- **Pink** - Career Development Paths
- **Yellow** - Personal and Professional Development
- **Green** - Academic Programmes
- **Maroon** - Customised Training

When you look up the section pertinent to your grade or career stream you will find the training which you must follow, listed under Mandatory Training. Some modules are generic/overarching while others, also mandatory, are related to your specific area of work. You will find more information on what the course entails at the end of each section (in the case of courses that are common to more than one category you will be directed to the page where the description is first found). At the back, there is also a full index page which will guide you as to where you can find information on the particular course (according to its unique code).

The Pink sections are dedicated to career streams. If you are in any of the following streams:

- **ICT**
- **Finance**
- **Procurement**
- **People Management and Well-being**
- **Customer Care**

you will find training programmes which you need to follow specifically to progress within your stream.
If it is information on academic programmes that you are after, you will find a detailed write-up on these courses in the green section, while the yellow section deals with training related to personal and professional development.

Feedback
After each training course, an evaluation will be carried out as we value your feedback in order to be able to improve our service to you. We also have an interactive screen outside our training rooms. Feel free to give us your immediate reaction there too! Good luck and we look forward to welcoming you to our programmes.

How to Apply
Applications are found online on www.instituteforthepublicservices.gov.mt. In the case of induction programmes or other modular training such as the Entry to Senior Management Programme, you only need to apply once, quoting the programme code.

You will then be invited to attend the various modules on different dates. Each invitation will include the email and phone details of the IPS staff organising the training. Please feel free to contact them, or IPS in case you find any difficulty at whatever stage of your application on: 2200 1884.
Support and Wellbeing Sessions

IPS is your institute. Our training is tailored to suit your needs. As a public officer, there are several measures that support you to balance work with a number of other responsibilities.

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.
• 0G0101 Pre-retirement Course
• 0G0219 Training for Employees Returning from Long Absence
• 0G0319 Work-Life balance and Tele-working
• 0G0419 Tele-working Course for Tele-workers
• 0G0519 Tele-working Course for Managers
TECHNICAL AND INDUSTRIAL GRADES AND SUPPORT STAFF
INDUCTION COURSE FOR TECHNICAL, INDUSTRIAL GRADES AND SUPPORT STAFF

AA0119 Induction Course for Technical and Industrial Grades (Scales 16-20)

MANDATORY

• 0A0119 Work ethics and behaviour
• 0F0119 Health and Safety
• 0A0319 Communication Skills
• 0A0419 Customer Care
• 0A1319 Dealing with Customers and the Four-Pillar Model

AA0219 Induction Course for Support Staff

MANDATORY

• 0A0519 Office Behaviour and Procedures
• 0C0517 Customer Care for a Service of Excellence
• 0A0719 Front Office Skills and Office Procedures (including use of office equipment)
• 0A0319 Communication Skills
• 0A0819 Assisting in Meetings
• 0A1319 Dealing with Customers and the Four-Pillar Model

AA0319 Refresher Course For Support Staff

MANDATORY TRAINING

• 0A0919 Basic ICT
• 0A1019 Office Skills
• 0A1119 Interpersonal Skills
• 0A1219 How Government Works
• 0A1319 Dealing with Customers and the Four-Pillar Model
**AB0119 Induction/Refresher Programme for Technical Officers (Scale 13-11) and Officers in Charge of Minor Staff**

**MANDATORY TRAINING**

- **0B0119** Supervisory Skills
- **0B0219** Basic People Management Skills
- **0A0319** Communication Skills
- **0B0319** Work Ethics and Governance
- **0B0419** Interpersonal Skills for Supervisors
- **0B0519** Problem Solving/Conflict Management
- **0B0619** Health and Safety for Supervisors
- **0A1319** Dealing with Customers and the Four-Pillar Model
PROGRAMME DESCRIPTION

Kindly refer to Course Description Index on page 146
**AA0119 Induction Course for Technical and Industrial Grades (Scales 16-20)**

**MANDATORY**

**OA0119 Work Ethics and Behaviour**

This session is designed to provide participants with the essential skills required to conduct themselves respectfully and courteously and establish good working relationships with colleagues. The session will also cover topics such as appearance, attitude and, ethical behaviour.

**OF0119 Health and Safety**

Everyone in the workplace is legally required to have Health and Safety Training and this course provides an introduction to Health and Safety - whether as an induction tool, refresher, or for people changing roles within the organisation.

This Health and Safety training gives a good grounding in general Health and Safety at work, helping employees recognise and avoid risks at work, minimise illness, and reduce workplace accidents.

It looks at responsibilities and legal requirements, hazards and risk, safety signs at work, personal protective equipment and workplace emergency procedures such as fire evacuation and calling the emergency services. This course briefly covers: fire awareness; slips, trips and falls; manual handling; and electrical safety.

**OA0319 Communication Skills**

**Listening Skills**

Being able to listen and take instruction are critical at this level. Having good listening skills allows the worker to receive the direction he or she needs to complete his or her tasks. Workers who do not include good listening skills in their work repertoire will quickly find themselves unclear about directives resulting in inefficiency and bad workmanship. These employees must be able to interpret instructions quickly and ask the questions on which they need clarification to complete their job successfully.
**Verbal Communication**

To take or give orders on a job site or workshop, a worker must communicate with others effectively. When communicating, others must be able to understand what is being said and apply the information to their work. They must be able to talk with people from different backgrounds and education levels. This requires the skill to communicate at a person's level of understanding without being condescending or insulting.

**OA0419 Customer Care**

The objective of this course is to help participants make a positive impression in the minds of the public and deliver a good job.

**OA1319 Dealing with Customers and the Four-Pillar Model**

All employees in the public service are responsible for the quality of service given by Government. The employees are the first point of contact that the public has with Government, whose strategy is to deliver a service of excellence. This module emphasises these basic principles of customer care and familiarises employees with the four pillars on which the quality model is based: voice, design, delivery, and accountability.
AA0219 Induction Course for Support Staff

MANDATORY

OA0519 Office Behaviour

This session is designed to provide delegates with the essential skills required to conduct themselves respectfully and courteously, and establish good working relationships in the office.

OA0619 Basic Office Procedures

Basic office procedures include behaviour within an office environment, courier and postal duties, organisational structure and other relevant skills.

OA0419 Customer Care
(Index Pg 146)

OA0719 Front Office Skills

A Public Officer is the public face and voice of his or her organisation, so the impression they give is the image that counts. Good communication skills are essential and this course looks at how to develop a professional approach to this important role.

OA0319 Communication Skills
(Index Pg 146)

OA0819 Assisting in Meetings

When a meeting is held the necessary preparations need to be made prior to the meeting such as airing the meeting room, seeing that it is clean and well lit, informing oneself about the number of people attending, preparing water on tables, etc. The course also looks at ways to as unobtrusively as possible take orders for refreshments such as tea and coffee, use a respectful demeanour at all times, and be well-groomed.

OA1319 Dealing with Customers and the Four-Pillar Model
(Index Pg 146)
AA0319 Refresher Course for Support Staff

MANDATORY

OA0919 Basic ICT

This course is ideal for those who have no experience with computers. This course will cover the basics of using a computer including:

- basic skills in using a computer;
- introduction to simple word processing;
- basic use of the government email;
- basic use of internet.

OA1019 Office Skills

This basic office skills course includes telephone behaviour and customer care. This short programme will cover:

- Customer Care;
- Telephone Skills;
- Planning and organising;
- Dealing with pressure;
- How to get the outcome desired through effective communication skills.

OA1119 Interpersonal Skills

The workforce is continuously facing challenges from a changing workplace environment, pressures from workload and hierarchy and cultural differences. Individuals with interpersonal skills build positive working relationships with others through the understanding of emotions, sharing the differences, resolving conflicts, and giving or receiving feedback in a constructive manner. This course will help employees work better together as well as function more effectively within their work environment.
This session is a "user guide" and provides an overview of the structures, processes and key players of the Maltese government.

Dealing with Customers and the Four-Pillar Model
(Index Pg 146)
AB0119 Induction/Refresher Programme for Technical Officers (Scale 13-11) and Officers in Charge of Minor Staff

MANDATORY

OB0119 Supervisory Skills

This training programme provides an understanding of the techniques required for effective supervision. It has been designed to give delegates the confidence to use those techniques. The aim of the course is to enable participants to:

• define the roles and responsibilities of a line manager;
• evaluate their own preferred leadership style and learn how to modify it across a range of everyday work situations;
• identify with the knowledge, skills and appropriate leadership behaviours required for effective supervision;
• understand motivation and how to develop it within a team;
• understand and practice effective communication at team and individual level.

OB0219 Basic People Management Skills

This programme can support staff who need to manage people and the conflicting demands and priorities of staff. The course will cover communication skills such as giving feedback assertively, dealing with difficult people and making decisions. By the end of this programme participants will be able to:

• confidently express their views and opinions;
• ask for what they want in a way that gets listened to;
• say no to unreasonable requests;
• stand their ground in the face of resistance or manipulation;
• deliver difficult messages without undue emotional interference;
• choose more successful responses when faced with aggressive or passive behaviour from others;
• take rational decisions based on evidence and context;
• give constructive feedback.

OA0319 Communication Skills
(Index Pg 146)
OB0319 Work Ethics and Governance
This course will impart the concepts of accountability and good governance within the Public Administration.

OB0419 Interpersonal Skills for Supervisors
This course aims at consolidating and strengthening the employee’s interpersonal skills within the context of supervisory management. Employees will learn how to interact successfully to gain consensus from subordinates and colleagues and foster a positive communication climate within the challenging workplace environment.

OB0519 Problem Solving/Conflict Management
Many work and 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. This course will look at various problem-solving techniques as well as discuss, analyse and tackle real-life scenarios.

OB0619 Health and Safety for Supervisors
The Health and Safety for Supervisor course is an excellent management programme that helps to equip H&S supervisors, coordinators or managers with a holistic knowledge of health and safety, and to provide the necessary skills to effectively manage their health and safety systems and teams.

OB0719 Computer Skills and Applications
This introductory course is ideal for those who have very little experience with computers. At the end of this course participants will sit for a short test to demonstrate the learning achieved. If they successfully pass the test, a certificate of achievement will be awarded. The course covers:

- skills in using a computer;
- simple word processing;
- simple spreadsheets;
- use of the government email;
- use of internet.

In order to apply for this course employees must first have completed the Basic ICT course.

OA1319 Dealing with Customers and the Four-Pillar Model
(Index Pg 146)
Industrial Grades Career Development

We live in a world of accreditation. We know that you are fully capable of carrying out your work, but it helps to have a certificate which clearly shows your skills and knowledge. It helps even if you are interested in taking your career to the next level. Work environments need people with varied and specialised skills and these skills keep changing as technology does and as new products come on the market. So, your skills need to remain updated.

THE SKILLS CARD

- Health and Safety;
- Behaviour;
- Measuring techniques;
- Welding/metallurgy.

FOUNDATION COURSE IN CORE COMPETENCES

This course leads up to a qualification or even part qualification that falls within one of the blocks that make up the training modules. It is accredited at Levels 1 and 2.

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.

0F0119 Health and Safety
Duration: 8 hours
Target Audience: General
**3F0219 Health and Safety at the Place of Work**  
Duration: 60 hours  
Award: MQF Level 3  
Target Audience: General

**3F0319 First Aid**  
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.

**2F0419 Tile 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.

**2F0519 Plastering**  
Duration: 104 hours  
Award: MQF Level 2  
Target Audience: Those wishing to learn basic plastering skills

**OF0619 Certificate in Stone Masonry and Brick Laying**  
Duration: 120 hours  
Target Audience: Those interested in learning the skills needed to become construction work assistants

**2F0719 Principles of Plumbing**  
Duration: 60 hours  
Award: MQF Level 2  
Target Audience: Those interested in learning basic plumbing skills
2F0819 Carpentry and Joinery
Duration: 156 hours
Award: MQF Level 2
Target Audience: Those who wish to learn basic woodworking skills to assist carpenters.

2F0919 Gardening and Landscaping
Duration: 144 hours
Target Audience: Those who work in gardens and landscaped areas and 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 these skills at different levels.

1F1019 English Literacy 1
Duration: 200 hours
Award: MQF Level 1
Target Audience: Those who wish to learn basic reading and writing in English

2F1119 English Literacy 2
Duration: 100 hours
Target Audience: Those who wish to follow up on their basic English reading and writing skills

1F1219 Maltese Language 1
Duration: 200 hours
Award: MQF Level 1
Target Audience: Those who wish to learn basic Maltese reading and writing

2F1319 Maltese Language 2
Duration: 100 hours
Award: MQF Level 2
Target Audience: Those who wish to build on their basic Maltese reading and writing
**1F1419 Employability Skills**  
Duration: 4 hours  
Target Audience: Those who wish to learn about how to apply for higher grades, prepare for an interview and look for information on government vacancies.

**3F1519 Life Skills for the Work Environment**  
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 workplace.

**1F1619 Using a Computer**  
Duration: Minimum 4 hours | Maximum 28 hours  
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 INFORMATION

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 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. We take note of attendance and may pass on information as regards attendance to employers and/or supervisors on their request.
GENERAL SERVICE GRADES
(CLERICAL TO MIDDLE MANAGEMENT)
AC0117 Induction Course for Clerks

MANDATORY TRAINING

GENERIC/OVERARCHING

• A Customer-Centric Administration
• 0C0617 The Role of the Clerk
• The Regulatory Framework
• 0C1617 People Support and Wellbeing – ESP

AREA SPECIFIC COURSES

• 0C1719 People Management Processes in the Public Service
• 0C1819 An Overview of Directives 7,8, and 9
• 0C1919 Social Services
• 0C2019 Dealing with the Most Vulnerable
• AD1519 Basic Accounting and Accruals Principles in the Public Service
• 0C2219 Public Procurement Regulations
• 0C2319 EU Funding – An Overview

AC0218 Programme to be Eligible for the Post of Executive Officer

MANDATORY TRAINING

GENERIC/OVERARCHING

• 0C2418 Executive Officer: Role and Responsibilities
• 0C2518 Interpersonal Skills
• 0C1617 Employee Support Programme
• 0C3019 ECDL
• 0C0418 Accountability and Good Governance
AC0318 Induction Programme for Newly-Appointed Executive Officers

MANDATORY TRAINING

GENERIC/OVERARCHING

• A Customer-Centric Administration
• 0B0119 Becoming a Supervisor
• 0C3218 Business level writing
• 0C3518 Freedom of Information Act – a workshop

AREA SPECIFIC

• 0F2313 Basic Accounting Principles
• 0F2713 Travel Regulations and Procedures
• 0C3719 Malta in the EU
• 0C3819 Principles of Financial Management:
• 0F2618 Inventory Management and Control
• 0A0719 Front Office Skills
• 0C4019 Taking Effective Minutes
• 0C4119 Managing Customer Care
• 0C1719 People Management Processes in the Public Service
• 0C1819 An Overview of Directives 7, 8 and 9

AC0418 Programme to be Eligible for the Post of Assistant Principal / Assistant Manager

MANDATORY TRAINING

GENERIC/OVERARCHING

• A Customer-Centric Administration
• 0C4218 The role of an Assistant Principal
• 0C4318 Enhanced Writing Skills
• 0C1819 Directives Overview: Directives 4, 7, 8, 9, 11
• Personal Skills
• Financial Skills
• 0C1117 Registry Services
AC0518 Induction Programme for Newly Appointed Assistant Principals / Assistant Managers

MANDATORY TRAINING

GENERIC/OVERARCHING

- A Customer-Centric Administration
- 0C4818 Business English is a Language unto Itself
- 0C4918 Managing Performance to Deliver a Service of Excellence
- 0C5018 Basic Management Skills
- 0C5118 Building Effective Teams
- Personal Skills

AREA SPECIFIC

- 0C1117 Registry Services
- 0C2219 Public Procurement Regulations and Procedures
- 0C5519 Introduction to Green Public Procurement
- 0C5619 Managing Change in the Public Administration
- 0C5718 MS Project (Core level 1)
- 0C5818 MS Excel Formulae
- 0C5918 MS Excel as a Database
- 0C6018 Desktop Publishing

AC0618 Programme to be Eligible for the Post of Principal / Manager I

MANDATORY TRAINING

GENERIC/OVERARCHING

- A Customer-Centric Administration
- 0C6118 What is Expected of a Principal
- 0C6218 Foundation Course in Economic Principles - Part 01
- 0F2618 Inventory Management and Control for Public Officers
- 0C6318 Overview of the Key Legislative and Administrative Issues Affecting the Public Service
AD0119 Induction Programme for Newly Appointed Principals / Managers I

MANDATORY TRAINING (for external recruits)

GENERIC/OVERARCHING

- A Customer-Centric Administration
- The Regulatory Framework
- 0C1617 People Support and Wellbeing – Employment Support Programme

(for all recruits)

- 0D0217 The Role of the Principal
- 0D0717 Fiscal Responsibility – Overview
- 0D0819 Official English Using Reader-Friendly Language
- 0D0917 Appreciation of and Adherence to Equality Principles
- 0D1018 Group Dynamics
- 0D1117 An overview of collective and sectoral agreements
- 0D1219 One Stop Shop for Public Officers and ESP

AREA SPECIFIC

- 0F2713 Travel Regulations and Procedures in the Public Service
- 0C2219 Public Procurement Regulations
- 0C5718 MS Project (Core level 1)
- 0C5818 MS Excel Formulae
- 0D1318 Electronic Public Procurement
- 0C6018 Desktop Publishing
- 0C3719 Malta in the EU
- 0B1419 People Management Processes in the Public Service
  (including overview of directives)
- 0C1919 Social Services
• **0D1519** Basic Accounting Principles in the Public Service
• **0C3819** Principles of Financial Management
• **0F2618** Inventory Management and Control
• **0F2713** Travel Regulations and Procedures
• **0C2219** Public Procurement Regulations
• **0D1619** Archives – Processes and Policies
PROGRAMME DESCRIPTION

Kindly refer to Course Description Index on page 146
AC0117 Induction Course for Clerks

OVERVIEW OF COMPETENCIES

A clerk would generally be required to work under supervision and direction to undertake allocated tasks within required timeframes and producing work that is subject to monitoring and checking by more senior staff. Clerks may be required to undertake procedural, clerical, administrative support and operational tasks. Employees do not have supervisory or management responsibilities.

MANDATORY TRAINING

GENERIC/OVERARCHING

A CUSTOMER-CENTRIC ADMINISTRATION

The overarching strategy of Government of good governance and transparency is embedded in all training programmes as they prepare officers to fulfil their roles with commitment to quality standards, integrity and impartiality. This service of excellence is based on the four pillar framework and embraces the once-only principle in all aspects of service delivery, whether to internal or external customers. This course is made up of the following modules.

OC0117 How the Government Works

This session is a "user guide" and provides an overview of the structures, processes and main players of the Maltese government. The focus is on the current context as well as the history, traditions, people and values that shape the decision-making processes and relationships that make the government and the professional public service what they are today.

OC0219 The 4 Pillar Quality Model

What are the 4 pillars of public service? During the past years, a programme of constant renewal was implemented for the Public Service, aiming at a more efficient service which satisfies the needs of both clients and civil servants.
This was and is still being done with a single principle in mind – having a good quality Public Service. In the past, quality of service was not defined but remained open to interpretation, whereas now it has been given a definition and is based on four pillars – voice, design, delivery and accountability.

**0C0317 Public Service Values**

This course introduces new recruits to the principles upon which public service is founded. It will look at what being a public officer means, the accountability and transparency that come with the job and being accountable to the Public. What are the values that underlie the mission of the Public Service? Which values are held to be most important to the profession?

**0C0418 Accountability and Good Governance**

This course will impart the concepts of Accountability and Good Governance particularly within Public Administration.

**0C0517 Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1**

This session covers three cornerstones which form an integral part of today’s government strategy in its bid to improve the service given to the public making it a service of excellence. Service standards outlined in Directive 4.1 will be discussed and examples given. Participants will also be exposed to standard operating procedures, a tool for structure and continuity, as well as the once-only principle whereby repeated filling of forms and data is becoming a thing of the past.

**0C0617 THE ROLE OF THE CLERK**

This session gives a brief overview of the role and main responsibilities expected of a Clerk.

**0C0717 Reporting Relationships**

Reporting relationships are important even in somewhat flat hierarchies and network structures. Successful organisations need clarity in their reporting relationships. This course maps out reporting relationships within the organisation and how
maintaining healthy reporting relationships sustains good working relationships, contributes to avoiding misunderstanding, and builds good communication networks and knowledge sharing.

**0C0819 Professional Conduct and Ethics**

This session looks at one of the basic values and principles governing public administration: that a high standard of professional ethics must be promoted and maintained. Ethical conduct and behaviour normally refer to conforming with generally accepted social norms. Relative to ethics is professionalism, which entails a high standard of work and adherence to certain standards and principles pertaining to specific work to be done. Professionalism embodies skills, competence, efficiency and effectiveness so that public institutions are able to deliver a quality service.

**0C0917 Social Media Policy and the Use of Social Media as a Public Officer**

The policy is a guide on the proper use of social media by individuals, both for official purposes and personal use, during and outside of office hours for public officers, employees and persons of trust performing public service duties.

**0C1017 Office Procedures**

To be a highly efficient and trusted office clerk, one needs a broad range of skills across a wide range of disciplines. The session will look at:

- The importance of defining and understanding the crucial role as an office clerk
- Planning and organising
- Sorting mail, including electronic mail
- The importance of filing and record keeping
- Dealing with pressure
- How to get the outcome desired through effective communication skills

**0C1117 Registry Services**

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. An overview of the Docreg system will be presented during this programme.
0C1217 Performance Appraisals

This course will focus on an understanding of what is performance appraisal, the skills required to map out a work plan and will explore:

- performance management as an ongoing process for development
- discussing and managing performance problems using the Performance Appraisal software

THE REGULATORY FRAMEWORK

0F4418 General Data Protection Regulation (GDPR)

The right to privacy is a fundamental human right which is safeguarded and enshrined in our Constitution. The General Data Protection Regulation 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.

0C1417 The Public Service Management Code

This session will take the form of interactive discussions based on case studies. Participants are expected to read through the PSMC prior to the session.

0C1517 The Public Administration Act

This session will take the form of interactive discussions based on case studies. Participants are expected to read through the PAA prior to the session.

0C1617 PEOPLE SUPPORT AND WELLBEING – (THE EMPLOYEE SUPPORT PROGRAMME)

This session delves into the importance of employee well-being at the place of work and how to help employees in visible distress or facing difficulties including mental health, substance abuse, etc. An outline of the services offered by the Employee Support Programme initiative is given.
AREA SPECIFIC

OC1719 People Management Processes in the Public Service

Participants will be introduced to the relevant processes outlined in circulars, manuals and other publications. These processes will be applied to real situations to help participants develop strategic and creative solutions to everyday issues related to people management and leadership.

OC1819 An Overview of Directives 7, 8, and 9

For this course participants are expected to have read all the directives mentioned in order to be involved in valid discussions of case studies and real-life scenarios.

OC1919 Social Services

This course covers in some detail social benefits and services available and gives real life examples of system abuse to provide officers working, or going to work within the Social Services, a good grounding in the subject.

OC2019 Dealing with the Most Vulnerable

This course is intended for employees who work in areas which deal with vulnerable people or who need most help. Issues such as awareness, diversity, definition of vulnerable people, health, social policy and other related topics are covered and discussed briefly.

OD1519 Basic Accounting and Accruals Principles in the Public Service

This is a basic training course in accounting principles suitable for individuals who have never formally studied accounts. During this hands-on training participants will be able to understand budget accounting, are introduced to a basic glossary of accounting/financial terms and will learn how to read a balance sheet and profit and loss accounts.
0C2219 Public Procurement Regulations

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.

0C2319 EU Funding - An Overview

This course is aimed at giving participants a clear overview of the European Union funding opportunities. The course also delves into the different EU structures and their role as well as identifying, tapping and making best use of these funds. Examples of projects carried out through EU funds will be discussed.
AC0218 Programme to be Eligible for the Post of Executive Officer

MANDATORY TRAINING

0C2418 EXECUTIVE OFFICER – ROLE AND RESPONSIBILITIES

This session gives a brief overview of the role and main responsibilities expected of an Executive Officer.

INTERPERSONAL SKILLS

0C2518 Assertiveness

This programme is recommended for managers, supervisors or team leaders who need to assert their position and who feel they lack authority and impact when dealing with other people. This programme can support staff who need to manage conflicting demands and priorities and staff who believe, or have feedback that, they behave too passively or aggressively at work and want to develop a new approach. By the end of this programme participants will be able to:

- confidently express their views and opinions;
- ask for what they want in a way that gets listened to;
- say no to unreasonable requests;
- stand their ground in the face of resistance or manipulation;
- deliver difficult messages without undue emotional interference;
- choose more successful responses when faced with aggressive or passive behaviour from others.

0C2618 Conflict Management

This session focuses on improving participants’ understanding of the language and actions of others as well as their own, in order to avoid conflict – and bring out the best in people. By the end of the workshop, participants should be able to:

- Outline basic social styles
- Identify types of challenging behaviours
- Describe why people become difficult
• Understand ways in which negativity impact on personal relationship and professional performance
• Identify positive strategies for dealing with challenging personalities
• Use techniques to develop assertive responses and give feedback to challenging people in order to effect change

OC2718 Time and Self Management

We are all being asked to achieve higher levels of performance under increasing time pressure. Review the way you look and plan time, learn how to plan and complete the tasks that matter most and achieve a more realistic work-life balance. By the end of this Time and Self-Management course you will be able to:

• Analyse your current use of time
• Recognise Key Accountabilities and High Value Adding Tasks and Activities
• Recognise time-stealers and Low Value Adding Task and Activities
• Schedule planning time regularly to retain flexibility to changing circumstances
• Manage interruptions and other time-stealers more effectively
• Recognise the early warning signs of increasing stress levels and how to improve your Work-Life Balance
• Develop an effective system to help manage your time
• Recognise and overcome resistance to change.

OA0319 Communication Skills
(Index Pg 146)

OC2819 Basic Decision Taking

This session will cover the processes, tools, and techniques that can be used to improve one's decision making process. It will help participants to define decisions, explore alternatives, and give them the skills needed to make decisions competently and confidently.

OC1617 EMPLOYEE SUPPORT PROGRAMME

The aim of this session is to introduce the Employee Support Programme to employees. The Employee Support Programme provides a wide range of free and
confidential support services to public officers designed to assist them in managing their work and life difficulties, which, if left unattended, could adversely affect their work performance and quality of life.

The Public Service recognises that its employees are a valuable resource and it aims to provide the required support with the objective of strengthening their effectiveness and efficiency at their place of work and supporting their wellbeing.

**ECDL (As needed)**

ECDL is a learning journey of practical skills and competencies and consists of seven separate modules covering computer theory and practice. This study programme covers the following:

- **OE8019** Computer Essentials
- **OE8119** Word Processing
- **OE8219** Spreadsheets
- **OE8319** Using Databases
- **OE8419** Presentation
- **OE8519** IT Security
- **OE8619** Online Essentials

**0C0418 ACCOUNTABILITY AND GOOD GOVERNANCE**  
(Index Pg 146)
AC0318 Induction Programme for Newly-Appointed Executive Officers

OVERVIEW OF COMPETENCIES

An Executive Officer works under general direction against established priorities and procedures while exercising some autonomy about how work tasks are performed. Employees at this level are responsible for setting priorities and managing work flow for their role and producing work that is subject to routine monitoring by more senior staff. Executive Officers undertake specialist, procedural, clerical, administrative support or operational tasks including some basic research and analysis activities. Employees may have a public contact role. Work may involve supervision and support of employees at lower levels, as well as on-the-job training of members of a small work team.

MANDATORY TRAINING

GENERIC/OVERARCHING

A CUSTOMER-CENTRIC ADMINISTRATION

0C0117 How the Government Works
(Index Pg 146)

0C0219 The 4 Pillar Quality Model
(Index Pg 146)

0C0317 Public Service Values
(Index Pg 146)

0C0418 Accountability and Good Governance
(Index Pg 146)

0C0517 Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1
(Index Pg 146)
Managing a busy office can be a demanding and challenging role. To be a highly efficient and trusted office manager, one needs a broad range of skills across a wide range of disciplines. The session will look at:

- The importance of defining and understanding the crucial role as an office manager
- Planning and organising
- Dealing with pressure
- How to get the outcome desired through effective communication skills

This course focuses on helping participants achieve results with written communication by making the most and the best of every communication they are involved in. Various communication problems are highlighted and tips are given on how to overcome them.

- Develop a professional, reader-friendly written style
- Organise ideas and conclusions coherently when writing
- Edit business writing more effectively
- Improve the presentation of various documents such as emails, letters and reports

Briefings are the most efficient and common means to present information to a manager, director, permanent secretary or other audience. Briefings are conducted when listeners need to get information quickly and would probably also need to act quickly on that information. In such cases briefings are usually done verbally. However they could also be written down in a concise and clear way. The written form could also have its advantages in that the reader could take a hard copy to a meeting or keep it for record purposes. Corresponding has a number of common
factors with briefing in that the person corresponding needs similar skills of clarity, the ability to structure his or her writing to help in the digesting of information by the listener, beeping to the point and providing the necessary information in the best possible way. This course will tackle issues such as:

- analysing the situation to determine intent or purpose of the communication;
- to whom is the communication addressed;
- what is expected by the audience;
- what research needs to be undertaken;
- organising and drafting;
- delivering a briefing.

**OC3419 Proper use of email**

Despite the sheer volume of emails sent and received, many business professionals do not use email appropriately. Inappropriate email etiquette can negatively impact on perceptions of professionalism, on efficiency and can increase an organisation's risk of liability.

**OC3518 FREEDOM OF INFORMATION ACT – A WORKSHOP**

This workshop will provide information and helps 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. The session includes:

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

**AREA SPECIFIC**

**AD1519 Basic Accounting and Accruals Principles**

(Index Pg 146)
0F2618 Travel Regulations and Procedures

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

0C3719 Malta in the EU

The aim of this programme is to familiarise participants with the structures and practices undertaken by Malta in its journey to be aligned with EU rules and regulations while fulfilling obligations and reaping benefits. The course will focus specifically on Malta's representation in the EU and EU affairs units within the various Ministries.

0C3819 Principles of Financial Management

This course introduces financial planning and forecasting together with financial management in the context of the Public Service Financial Administration and Accounting Regulations and guidelines. Topics include:

- forecasting;
- budgeting and monitoring budgets;
- public procurement;
- planning money transactions;
- forecasting for projects;
- the Seven Principles of Financial Management to identify weaknesses in financial management systems.

0F2618 Inventory Management and Control

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.

0A0719 Front Office Skills
(Index Pg 146)
**0C4019 Taking Effective Minutes**  
(Index Pg 146)

**0C4119 Customer Care and Servizz.gov**

This session will help participants understand the role of Servizz.gov and the involvement of customer care and the One-Stop-Shop model as well as the cooperation between Servizz.gov and the Public Service front facing ones.

- Changes in Customer Service
- Servizz.gov and Branding
- Developing a Service Management System

**0C1719 People Management Processes in the Public Service**  
(Index Pg 146)

**0C1819 An Overview of Directives 7, 8, and 9**  
(Index Pg 146)
AC0418 Programme to be Eligible for the Post of Assistant Principal / Assistant Manager

MANDATORY TRAINING

A CUSTOMER-CENTRIC ADMINISTRATION

0C0117 How the Government Works
(Index Pg 146)

0C0219 The 4 Pillar Quality Model
(Index Pg 146)

0C0317 Public Service Values
(Index Pg 146)

0C0418 Accountability and Good Governance
(Index Pg 146)

0C0517 Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1
(Index Pg 146)

0C4218 THE ROLE OF AN ASSISTANT PRINCIPAL

This session gives a brief overview of the role and main responsibilities expected of an Assistant Principal and a Principal.

ENHANCED WRITING SKILLS

0C7219 Kitba Uffiċjali bil-Malti

Dan huwa kors important ħafna speċjalment ghal dawk li jużaw il-Malti f’xogħolhom u fil-pubblikazzjonijiet fi ħdan is-servizz pubbliku u l-entitajiet. Imma fuq kollox dan il-kors huwa mmirat għal kull min jixtieq jikteb il-Malti bla żbalji.

**0C4418 Report Writing**

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 includes:

- An overview of report writing
- Getting the objective clear
- Planning before you write
- Structuring your text
- Writing recommendations
- Editing your draft
- Correction grammar and punctuation
- Proofreading your report

**DIRECTIVES OVERVIEW**

**0C8719 An Overview of Directives 7, 8, 9 and 11**  
(Index Pg 146)

**PERSONAL SKILLS**

**0C4518 Public Relations – An Introduction**

This course will improve the ability of those managing or performing a public relations function to think strategically and to support the organisation's strategic development. Participants will develop core PR skills that encompass technical as well as managerial competencies.
**0C4618 Coaching**

The aim of this course is to train participants to be mentors to newly recruited staff and staff who have been promoted to a higher grade. The session looks at:

- Understanding the role of a mentor
- The skills required to create effective Coaching relationships
- Formal and informal Coaching
- Using work based activities as a means of developing individuals to reach their full potential
- Draw up a plan for implementation at work

**FINANCIAL SKILLS**

**AD1519 Basic Accounting and Accruals Principles**
(Index Pg 146)

**0C4718 Procurement – Introduction**

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.

**0C1117 REGISTRY SERVICES**

This course will enable participants to understand and appreciate the importance of office procedures and registry service procedures and to become more proficient with filing, keeping an up to date and efficient registry, prioritising mail and other related functions.
AC0518 Induction Programme for Newly-Appointed Assistant Principals / Assistant Managers

OVERVIEW OF COMPETENCIES

An Assistant Principal/ Assistant Manager would generally be required to undertake tasks of moderate complexity and work under general direction. They are accountable for organising their workflow and making decisions within defined parameters relating to the area of responsibility. Employees at this level may exercise some discretion with respect to how legislation, procedures and guidelines are interpreted and applied. Assistant Principals/ Assistant Managers provide specialist and administrative support that is informed and directed by sound knowledge in specific areas and may undertake some research and analysis activities. Employees may be required to communicate with and provide advice to a range of external stakeholders. Work may involve supervision and leadership of a team with responsibility for coaching and training newer and less experienced members of a small work team.

MANDATORY TRAINING
(This course is mandatory and appointment will only be given on completion of the training)

GENERIC/OVERARCHING

A CUSTOMER-CENTRIC ADMINISTRATION

OC0117 How the Government Works
(Index Pg 146)

OC0219 The 4 Pillar Quality Model
(Index Pg 146)

OC0317 Public Service Values
(Index Pg 146)

OC0418 Accountability and Good Governance
(Index Pg 146)
Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1

Business English is a Language unto Itself

Being able to communicate in English is one thing, using it within a business environment and communicating effectively could be something else. This course aims to develop the professional English language skills of participants as quickly and efficiently as possible. The course is designed to help participants communicate in an English-speaking business environment.

Managing Performance to Deliver a Service of Excellence

Performance management is the systematic process of monitoring the results of activities and collecting and analysing performance information to track progress toward planning results. Performance management uses performance information to inform and program decision-making and resource allocation. The main objective is to communicate results achieved, or not attained, to advance organisational learning. This course looks at the principles that are helpful in the design and implementation of effective performance management systems as well as the implementation of this system within the Public Service.

Basic Management Skills

This workshop is intended for public officers who feel they are ready for a management role or are new to management. Due emphasis will be made on how to relate ideas and principles of management and leadership to practical outcomes. At the end of this workshop, participants should be able to:

- Describe the difference between the role of a supervisor and that of a manager
- Understand their relationships at work and how to work with their manager
- Describe the characteristics of good managers
- List the differences between supervision, management and leadership
- Explain the key responsibilities and skills of a manager in building and sustaining effective teams
- Understand how to measure their contribution to the organisation's success
OC5118 BUILDING EFFECTIVE TEAMS

This workshop will focus on the skills required to build and lead effective teams. It will help participants:

• Understand how the team leader’s behaviour contributes to or detract from effective teamwork
• Manage a team through People, Performance and Processes – including coaching, facilitating, enabling and empowering
• Handle conflict
• Leading a team to implement strategy

PERSONAL SKILLS

OC5218 Advanced Communication Skills

The aim of this training is to explore various models of communication and their effectiveness as a management skill. The session covers:

• Personal communication methods
• Communication barriers
• Verbal and non-verbal communication
• Listening and Questioning techniques
• Communicating assertively
• Written communication

OC5318 Decision Making

This course will help participants understand some of the processes involved in decision making. Attention is given to the psychology of decision making and the social context in which decisions are made. The course will provide participants with:

• A greater insight into the decision-making process
• The ability to make more effective decisions
• The ability to process a range of different perspectives on what counts as an ‘effective’ decision
• The tools required to understand and influence the decision-making processes of other individuals and groups
0C5418 Introduction to Emotional Intelligence

This course should give participants an insight into using emotions to be smarter in the workplace. This course aims to increase self-confidence and personal empowerment through better understanding and through working with emotional intelligence. Through this course, participants will benefit from the following training outcomes:

- self-awareness: utilising both facts and gut feelings;
- managing emotions: handling impulses and promoting integrity;
- motivation: striving to improve;
- empathy: listening and understanding;
- social skills: building relationships and resolving conflicts.

0C1617 Employee Support Programme
(Index Pg 146)

AREA SPECIFIC

0C1117 Registry Services
(Index Pg 146)

0C2219 Public Procurement Regulations and Procedures

This is an accredited Award. Please refer to the Career Development Paths Section 4.

0C5519 Introduction to Green Public Procurement

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.

0C5619 Managing Change in the Public Administration

Change is important, inevitable and desirable for organisational development. In the absence of change, there will be stagnation and idleness. In today’s dynamic and ever-changing world, the Maltese Public Sector has to update itself to keep abreast with the intrinsic and extrinsic changes. This course will help public officers
recognise the importance of managing change, embrace it and use it as a vital tool towards providing a service of excellence.

**OC5718 MS Project (Core level 1)**

The aim of this course is to show participants how to use this project management tool to help them in their daily work and increase productivity. Participants will understand how to use MS Project for planning, scheduling, and charting project information for project management, as well as for presenting project information to others.

**OC5818 MS Excel Formulae**

Prerequisite: Good knowledge of MS Excel
The course covers the more advanced formulas found in Microsoft Excel. All the formulas covered during the course are explained in detail and actual examples are provided to demonstrate their application. This course will serve the participants in making better use of MS Excel and will help them get their job done with more efficiency.

**OC5918 MS Excel as a Database**

Prerequisite: Good knowledge of MS Excel
The aim of this course is to help participants learn how to create, save, restore, and filter a data list using MS Excel. Participants will also learn to analyse data using a simple pivot table, as well as generating and printing reports.

**OC6018 Desktop Publishing**

The aim of this course is to help participants understand how to create and prepare a publication for printing. Participants will understand the concept of using text frames, graphic objects and pictures. Participants will learn how to use master pages, set margins, create columns, add graphics to text, create headers and footers, and use automatic page numbering in a publication.
AC0618 Programme to be Eligible for the Post of Principal / Manager I

MANDATORY TRAINING

A CUSTOMER-CENTRIC ADMINISTRATION

OC0117 How the Government Works
(Index Pg 146)

OC0219 The 4 Pillar Quality Model
(Index Pg 146)

OC0317 Public Service Values
(Index Pg 146)

OC0517 Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1
(Index Pg 146)

OC1617 EMPLOYEE SUPPORT PROGRAMME
/Index Pg 146)

OC6118 WHAT IS EXPECTED OF A PRINCIPAL

This session gives a brief overview of the role and main responsibilities expected of a Principal.

OC6218 FOUNDATION COURSE IN ECONOMIC PRINCIPLES – PART 1

This course forms part of the Continuous Development Award in Economics Principles. For more information please refer below.

OF2618 INVENTORY MANAGEMENT AND CONTROL FOR PUBLIC OFFICERS

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.

0C6318 OVERVIEW OF THE KEY LEGISLATIVE AND ADMINISTRATIVE ISSUES AFFECTING THE PUBLIC SERVICE

This course will give a general overview of the following themes:

- A description of the main initiatives which took place for the adequate implementation of the eleven goals identified by the Public Service Reform Commission;
- An analysis of the principal articles mentioned in the Public Administration Act;
- An overview of the Freedom of Information Act and GDPR. Particular emphasis will be given to the exemptions mentioned in the Freedom of Information Act;
- Evaluation of the Performance Management System currently utilised in the Maltese Public Service.

0C6418 PUBLIC RELATIONS – MODULE 2

Dealing with the Media

- Face a television and/or radio interview
- Gain confidence in front of a broadcasting camera and radio microphone
- Be more conversant when addressing audiences on TV and/or radio

ADVANCED PERSONAL SKILLS

0C7419 Conflict Resolution

Mediation is a crucial means to reaching peaceful and agreed solutions in today's world. This course will introduce participants to leading a mediation process. They will gain a deeper understanding of workplace conflict resolution. After this course participants will be able to:

- Define what mediation is and choose when to use it;
- List different types of mediation;
- Identify typical challenges and difficulties that most mediators face;
- Choose the adequate strategies within a repertoire of options;
- Identify the do's and don'ts in mediation.
Teams are essential to the modern organisation, but most never reach their potential. Co-workers miscommunicate, and groups struggle to adapt to changes in the market or their organizations. When teams lack self-awareness about these challenges, performance suffers. This course will help participants understand the problems that hurt productivity, and gives them tools for creating positive change. This course will also guide them through creating the ground rules and structure needed to set a team up for success. Skills gained include diagnosing issues such as conflicts, groupthink and lack of commitment in one's team before things get out of control. The course offers frameworks to adjust team behaviours and get the best performance out of people.
AD0119 Induction Programme for Newly-Appointed Principals / Managers I

OVERVIEW OF COMPETENCIES

A Principal/ Manager I would generally be required to undertake tasks of moderate complexity and work under general direction. They are accountable for organising their workflow and making decisions within defined parameters relating to the area of responsibility. Employees at this level may exercise some discretion with respect to how legislation, procedures and guidelines are interpreted and applied. Principals/ Managers I provide specialist and administrative support that is informed and directed by sound knowledge in specific areas and may undertake some research and analysis activities. Employees may have a public contact role and may be required to communicate with and provide advice to a range of external stakeholders. Work may involve supervision and leadership of a team with responsibility for coaching and training newer and less experienced members of a small work team.

MANDATORY TRAINING (For external recruits)
(This course is mandatory and appointment will only be given on completion of the training.)

GENERIC/OVERARCHING
A CUSTOMER-CENTRIC ADMINISTRATION

OC0117 How the Government Works
(Index Pg 146)

OC0219 The 4 Pillar Quality Model
(Index Pg 146)

OC0317 Public Service Values
(Index Pg 146)

OC0418 Accountability and Good Governance
(Index Pg 146)

OC0517 Basic Customer Care – A Service of Excellence: the once-only principle, SOPs and Directive 4.1
(Index Pg 146)
THE REGULATORY FRAMEWORK

**0F4418 General Data Protection Regulation (GDPR)**
(Index Pg 146)

**0C1417 The Public Service Management Code**
(Index Pg 146)

**0C1517 The Public Administration Act (overview)**
(Index Pg 146)

**0C1617 PEOPLE SUPPORT AND WELLBEING – (ESP)**
(Index Pg 146)

(For all recruits)

**0D0217 THE ROLE OF THE PRINCIPAL**

This session gives a brief overview of the role and main responsibilities expected of a Principal.

**0C0717 Reporting Relationships**
(Index Pg 146)

**0C0819 Professional Conduct and Ethics**

One of the basic values and principles governing public administration is that a high standard of professional ethics must be promoted and maintained. Ethical conduct and behaviour normally refer to conforming with generally accepted social norms. Relative to ethics is professionalism, which entails a high standard of work and adherence to certain standards and principles pertaining to specific work to be done. Professionalism embodies skills, competence, efficiency and effectiveness so that public institutions are able to deliver a quality service.

**0C0917 Social Media Policy and the Use of Social Media as a Public Officer**
(Index Pg 146)
**OD0319 Procedures and Registry Services**

This course will enable participants to understand and appreciate the importance of office procedures and registry service procedures and to become more proficient with filing, keeping an up to date and efficient registry, prioritising mail and other related functions.

**OD0419 Performance Management: Appraising Performance**

This covers performance appraisal as a system and a process of improving organisations.

**OD0519 Performance Management: Technical Training on the Software**

This session delves into the online Performance Appraisal system of the Public Service.

**OD0619 The Public Service Management Code when Managing People**

This session will take the form of interactive discussions based on case studies. Participants are expected to read through the PSMC prior to the session.

**OD0717 FISCAL RESPONSIBILITY – OVERVIEW**

Making sound financial decisions enables public officers to achieve their goals. During this session officers are encouraged to develop these skills through promoting a better understanding of the relevant laws and regulations as well as practices.

**OD0819 OFFICIAL ENGLISH USING READER-FRIENDLY LANGUAGE**

Using official language does not mean pepper ing correspondence with jargon, or obfuscating meaning with vague and complex statements. Communication should be clear and concise and although an official and respectful tone should still underpin all correspondence, the message should get across.
0D0917 APPRECIATION OF AND ENSURING ADHERENCE TO EQUALITY PRINCIPLES

A session aimed at equipping managers with the knowledge and skills to promote diversity within their organisation and its customer base, and to challenge inappropriate behaviour.

0D1018 GROUP DYNAMICS

This programme is designed to help participants to evaluate the dynamics of a group, observe how it works and what makes a group tick and different people gel (or not!), and to improve their performance through better teamwork. The idea is to get people who need to work as a team together in order to enhance group dynamics, improve relationships, clarify roles, etc.

0D1117 AN OVERVIEW OF COLLECTIVE AND SECTORAL AGREEMENTS

This session will cover pertinent aspects of the collective agreement for the General Service.

0D1219 ONE-STOP-SHOP FOR PUBLIC OFFICERS, SERVIZZ.GOV AND THE EMPLOYEE SUPPORT PROGRAMME

A brief overview of the One-Stop-Shop initiative and how it works together with an outline of the services offered by the Employee Support Programme.

AREA SPECIFIC

0F2713 Travel Regulations and Procedures in the Public Service
(Index Pg 146)

0C2219 Public Procurement Regulations
(Index Pg 146)

0C5718 MS Project (Core level 1)
(Index Pg 146)
Electronic Public Procurement

This course is targeted at those public officers who work in public procurement and carry out any of the activities of the procurement cycle from notification to the awarding of tenders. Participants must have reasonable experience in public procurement in order to reap all the benefits of this course. Furthermore, at the end of the course participants will be asked to complete a small test which will assess the trainee's understanding of the basic functionalities of the electronic public procurement system.

This course covers the different stages of the procurement process through the Electronic Public Procurement System (ePPS), which is the electronic procurement platform for the Government of Malta. In fact, the use of the ePPS is mandatory for all tenders published by the Department of Contracts and for all tenders published by Schedule III Entities that are above the EU thresholds.
This session helps participants to understand what information to keep and what information to dispose of as an important part of effective information management. It will also help them ensure valuable digital information remains usable over time.
SENIOR MANAGEMENT AND HEADSHIP POSITIONS
Senior Management and Headship Positions

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. Hereunder are a number of different courses, some of which are accredited, which have been designed to help those aspiring to senior management positions improve their leadership skills. These courses should equip managers with the necessary tools for the job, even before they apply for it.

AD0218 Programme to be Eligible for the Post of Senior Principal / Manager II

MANDATORY TRAINING

GENERIC/OVERARCHING

• OD1719 Senior Principal - Role and Responsibilities
• OD1818 Accountability and Good Governance (Advanced)
• OD1919 Government Strategy and Cornerstones
• OD2019 Specialised Customer Care, A Service of Excellence, the Once-Only Principle, SOPs and Directives.
• OD2118 Delivering Successful Presentations
• OD2218 Cultivating the Craft of Judgment
• OD2318 Entrepreneurship
• OD2418 Overview of People Management and Industrial Relations
• OD2518 Performance Management
• OD2618 An Introduction to Strategic Management
• OC6518 Personal Skills

AREA SPECIFIC

• OC5718 MS Project (Core level 1)
• OC5818 MS Excel Formulae
• OC5918 MS Excel as a Database
• OD1318 Electronic Public Procurement
• OC6018 Desktop Publishing
Induction Programme for Newly Appointed Senior Principals / Managers II

- **0C5318** Decision-Making
- **0D2719** Project Management and Implementation Skills

Senior Principals will undergo the Entry to Senior Management Level Course for induction training purposes.
PROGRAMME DESCRIPTION

Kindly refer to Course Description Index on page 146
AD0218 Programme to be Eligible for the Post of Senior Principal /Manager II

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

GENERIC/OVERARCHING

OD1719 Senior Principal – Role and Responsibilities

This session gives a brief overview of the role and main responsibilities expected of a Senior Principal.

OD1818 Accountability and Good Governance (Advanced)

This course delves deeper into the concepts of Accountability and Good Governance particularly within Public Administration. This course will also assist officers in managerial and senior managerial grades to develop and administer policies which are transparent and hold up to scrutiny.

OD1919 Government Strategy and Cornerstones

This session looks into the general government strategy for the Public Service as well as individual strategies for various areas together with important milestones and policies on which services and vision are built. A clear example is Digital Malta, the ICT strategy. ICT can empower the economy and society, directly and indirectly. It is both critical infrastructure and an enabling tool. Malta recognises this and government is setting out a vision to transform the country into one which will prosper as a digitally-enabled nation in all sectors of society.

OD2019 Specialised Customer Care, a Service of Excellence; the Once-Only Principle, SOPs and Directives

The importance of high quality customer service and effective complaint handling can't be overstated. If customer service quality is low, then outcomes, reputation and the service will be negatively impacted.
Providing a high level of customer service, to both external and internal clients, is a top priority. Further, embedding that mindset into the culture of the Public Service is an effective way to ensure that teams will continuously strive for excellence in their service levels.

Defining moments are moments of truth that can make or break any service transaction. To successfully navigate these moments of truth, it’s important for service organisations to add value to a customer's experience by creating and implementing strong, clearly defined service standards.

The objective of this course is to help participants make a positive impression in the minds of current and future customers in line with the standards set out in Directives. The main points covered include:

• Interacting with Customers
• Communicating Effectively with Customers
• Controlling Conflict, Stress, and Time in a Customer Service Environment
• Dealing with Customer Service Incidents and Complaints
• Polishing Your Skills for Excellent Customer Service

**OD2118 Delivering Successful Presentations**

Participants will learn how to design effective and attractive presentations and gain practical experience through practical exercises about voice, physical presence and body language. This training will cover:

• How to plan, structure and design a presentation
• How to control nerves and deal with common fears
• Develop delivery style to create maximum impact

**OD2218 Cultivating the Craft of Judgment**

The course will focus on skills required for better judgment and will cover the following:

• understanding the role of emotions
• the effect of unconscious bias on judgment
• the importance of awareness for better judgment
• the importance of looking at all the facts and separating emotions from facts
**OD2318 Entrepreneurship**

This training will focus on entrepreneurship in the public service.

- Coming up with ideas to improve work processes / services offered eg by carrying out brainstorming sessions etc
- Preparing a plan to carry out initiatives; identifying problems and advantages
- Presenting initiatives to superior officers
- Communicating with colleagues and subordinates to carry out initiatives
- Taking on a leading role to implement initiatives

**OD2418 Overview of People Management and Industrial Relations**

This course will provide an overview of the People Management function within the different Ministries as well as the role of Industrial Relations units and head department.

**OD2518 Performance Management**

This course will focus on skills required to carry out effective performance management and will explore:

- performance management as an ongoing process for development
- managing performance problems
- giving effective feedback
- enhancing motivation
- carrying out performance appraisal

**OD2618 An Introduction to Strategic Management**

The course introduces participants to the concept of strategic management and how management can use the principles underlying strategic management to formulate and implement major goals and initiatives.

The objective of this course is to familiarise participants with the concept of strategic management and what it entails:

- What is strategic management
- The process of strategic management: identifying mission, vision and objectives
• Developing an action plan to meet objectives – short and long term
• Identifying resources required to carry out action plan
• Implementation, monitoring and evaluation

**OC6518 Personal Skills**  
(Index Pg 146)

**AREA SPECIFIC**

**OC5718 MS Project (Core level 1)**  
(Index Pg 146)

**OC5818 MS Excel Formulae**  
(Index Pg 146)

**OC5918 MS Excel as a Database**  
(Index Pg 146)

**OD1318 Electronic Public Procurement**  
(Index Pg 146)

**OC6018 Desktop Publishing**  
(Index Pg 146)
AD0319 Induction Programme for Newly-Appointed Senior Principals / Managers II

OVERVIEW OF COMPETENCIES

A Senior Principal/ Manager II would generally be required to undertake work that is complex in nature, work under limited direction with the opportunity for reasonable autonomy and accountability. Employees at this level exercise both initiative and judgment in the interpretation of policy and in the application of practices and procedures. Senior Principals/ Managers II provide detailed technical, professional, and/or policy advice in relation to complex problems and may assist in strategic planning, program and project management and policy development. Employees may have a considerable level of public contact in relation to difficult or sensitive issues and may liaise with a range of stakeholders in a representational role. Work may involve management responsibilities requiring the setting of priorities and managing workflows.

Senior Principals / Managers II will undergo the Entry to Senior Management Programme for induction training purposes. This training will also be supplemented by the following:

0C5318 Decision Making
(Index Pg 146)

0D2719 Project Management and Implementation Skills

Effective project managers organise scarce resources, work under tight deadlines, control project change and generate maximum team performance. Through this course, participants will learn how to successfully plan, manage and deliver projects. They will also learn how to implement project-management processes, develop leadership skills and respond to real-world scenarios. Participants are also given templates and checklists for use back at the office. This course will cover:

• planning a project to ensure successful delivery and stakeholder satisfaction
• applying best practices to plan and run projects;
• implementing risk management techniques and mitigation strategies;
• estimating and scheduling task work and duration with confidence;
• implementing monitoring tools and controls to keep managers fully in command of the project.
AD0415 Entry to Senior Management Level Programme

OBJECTIVES

This Programme is intended to provide aspiring managers, who do not possess the necessary skills, or who have skills gaps in core areas of Public Management, or who need a quick refresher/reinforcement of their existing skills with a short but comprehensive overview of some core competencies essential to all senior managers in the Public Service.

Today's successful managers need a varied, multidisciplinary understanding of communication, decision-making, service delivery and organisational structure. The Toolkit is designed to meet this need by enhancing the administrative effectiveness, technical competency, analytical abilities and communication skills of its participants.

THE PROGRAMME

The programme is divided into 7 modules covering a number of topics which should be within the skills profile of every manager.

Participants may gain exemption from specific modules if they are adjudged to have obtained equivalent qualifications, training or experience.

Module 1: Managing with Leadership

This module introduces the course by focusing on the importance of Managing and Leadership skills for today's executive. The distinction between Leadership and Management is made with an emphasis on soft skills which will help managers get the best out of their people.

Leadership is about winning the team over to a common point of view. Managers can learn how to inspire their staff by focusing on their leadership skills development. Increasingly, in order to be effective, managers need to have not just knowledge but the ability to deal with their staff, their senior managers and colleagues. This course is very participative in its approach by combining tutor input, group discussions and practical exercises designed to help individuals develop a thorough understanding of their personal mode of working.
Module 2: Government Legislation, Policy and the EU

This module explores main items of legislation which are a priority for all public officers particularly those in managerial positions as well as introduces the latest concepts and ideas of how Public Administration is being remodeled to reflect better the needs and demands of the Public. It also gives a brief overview of decision making process and the role of the Public Administration. This module includes the following courses:

- **OD3315 Public Administration Act**  
  (Index Pg 146)

- **OD3415 Freedom of Information Act**  
  (Index Pg 146)

- **OD5115 Data Protection**  
  (Index Pg 146)

- **OD3515 Government Policies: the making and evaluation**  
  (Index Pg 146)

- **OD3615 Decision-making in the EU**  
  (Index Pg 146)

Module 3 - Public Administration People Management

This Module will give a brief overview of the people management function within Public Administration, the policies, regulations and practices as well as some theory to provide practitioners with skills reinforcement and help them improve on their knowledge and practices while giving a comprehensive quick overview to those new to the field.

The module covers the following:

- **OD3715 Overview of People Management Principles**  
  (Index Pg 146)
Module 4 - Government Finance

Financial regulations, procurement procedures as well as economics and anti-fraud awareness should be among the knowledge tools of every manager within the Public Service. This Module gives a comprehensive overview of the different areas covering the most salient points of each subject.

Sessions include:

- **OD4415** National Procurement Procedures: An Overview
  (Index Pg 146)

- **OD4515** Treasury Management and Accounting within Government
  (Index Pg 146)

- **OD4615** Budgeting for Managers within the Public Service
  (Index Pg 146)

- **OD4715** Risk Management
  (Index Pg 146)
OD4815 Module 5 - Interpersonal Skills

COURSE OUTLINE

a) Deal with problems by clarifying the real issues and roadblocks
b) Negotiate with the various parties to manage conflict and build group commitment
c) Carry out plans through influencing others
d) Guide others through constructive feedback
e) Ensure personal credibility through fostered through respect and trust.
f) Conflict Management

OD4915 Module 6 - Strategic Change Management

This course is an introduction to the field of Strategic Management. Strategies used in any given instance will depend on time constraints and resource considerations. The course 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.

As well as introducing participants to the fundamentals of carefully-planned change management, the programme also recognises that frequently change must be managed in urgent, difficult, and near-crisis conditions. The course is built around an understanding of the constraints that many public sector managers work under, and how those constraints affect change processes. Equipped with the framework emerging from this course, participants will be prepared to effectively manage change in many settings.

OD5015 Module 7: ICT and Business

This module provides the ideal skill-set for managers by orientating them towards understanding and supporting business structures and processes. It gives an overview of the role of Information Management Units, the government's digital policies and vision, as well as how all this comes together to help deliver a service of excellence.
AD0519 Leadership Programme

This is a course for people who aspire to occupy directorship positions within the public service. It could also benefit some individuals who already occupy leadership positions but who in their opinion and that of their managers could still benefit from the perspective given in this course.

The technical background of the participants is not that important, but the motivation and frame of mind must be the right one. In essence this is a programme for those who believe that the public service deserves the best professionals and that they are part of that cadre.

The course therefore will help leaders achieve outcomes on three fundamental sets of competences:

1. Setting direction
2. Engaging people
3. Delivering results

The programme will be requiring 150 hours of contact time and a further 600 hours of study. It will consist of 10 modules where the subject matter studied will be a healthy mix of supporting knowledge of a technical nature and other modules of a more practical and operational nature. All modules will require a significant amount of background reading and study, but the mode of delivery will allow space for discussions, personal experiences and practical case study analysis. Since the whole objective of the course is the acquisition of specific competences, participants are encouraged right from the beginning to identify and document their own skills and competences related to the specific module being studied. This will help them identify their own strengths and weaknesses and this should contribute significantly to the growth of themselves and the whole group of participants. The exercise could also be of benefit and contribute to their own assessment tasks.

The main high level learning outcomes of the course are:

- To use Financial and Economics knowledge in the daily decision taking processes thus ensuring that they are fact based and founded on sound principles.
- Develop and use people management and development skills that go beyond motivation and more towards inspiring people to embrace change.
- Implement performance measurement systems and use them effectively.
- Understand the need for a modern public service to be customer centred.
The ten modules making up the course are:

1. **OD5219** Principles of Governance in the Public Service
2. **OD5319** Fundamentals of Economics
3. **OD5419** Finance for Public Service Leaders
4. **OD5519** Customer-focused public services
5. **OD5615** Dealing with the media, public opinion and public policy
6. **OD5719** A leadership approach to managing change
7. **OD5819** Complexity and decision making
8. **OD5919** Implementing strategy through the project management approach
9. **OD6019** Implementing measures for excellence (performance management)
10. **OD6119** Talent management and career development in the public service
TOP-UP COURSES

4D6215 Continuous Professional Development Award in Executive Leadership

Duration – 60 hours
ECVET – 9 credits
MQF level – 4

This course will help managers understand better the kind of leader they are and how they can develop. The aim of this course is to help managers cultivate their capabilities as leaders by learning what it means to be a leader, develop leadership competencies, acquire the skills needed to be a leader namely, leadership, communication, teamwork, as well as persuasive, creative and innovative skills.

COURSE OUTLINE

This short leadership development program starts with a baseline analysis of Public Administration, 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. In addition, the program includes one-on-one sessions and feedback from a coach.

Unit 1: Leadership Styles

Measuring personal leadership style, and the culture of the organisation

Using two assessment tools—one for personal leadership style, and another for organisational culture, the course will give measurable, actionable insights into where the participant is today. The first assessment will focus on the dominant leadership styles—as reported by the individual, and possibly as perceived by others. The second assessment 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: Organisational Culture

Developing the organisational culture and structure to foster innovation and growth

How can we, as leaders, use resources to create a culture of innovation for the long term? And how do we select and implement the best ideas so that we can reach targets of a better service, less bureaucracy, and savings year after year? At the close of this session, participants will be provided with tangible tools that can be employed immediately, to create growth and value. Also, on day two, the first of three one-on-one coaching sessions with an experienced executive coach will take place.

Unit 3: Leadership Challenges

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

This session will build on the tools and practices of the previous units, and focus 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 4: Staff Motivation

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.
Unit 5: 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.

Unit 6: Follow-up sessions – Peer Learning and/or Action Learning sets

Facilitated peer-learning groups and/or Action Learning sets 6 months down the line will be held.

These would be held monthly, 3 hours per session. Managers are given the space to discuss how they are managing to apply what they've learnt in the course; what they are having difficulty applying; the challenges and the achievements made since the course etc.

4D6315 Continuous Professional Development Award in Strategic Change Management

Duration – 32 hours
ECVET – 5 credits
MQF level – 4

This course is an introduction to the field of Strategic Management. Strategies used in any given instance will depend on time constraints and resource considerations. The course 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.

As well as introducing participants to the fundamentals of carefully-planned change management, the programme also recognises that frequently change must be managed in urgent, difficult, and near-crisis conditions. The course is built around
an understanding of the constraints that many public sector managers work under, and how those constraints affect change processes. Equipped with the framework emerging from this course, participants will be prepared to effectively manage change in many settings.

The course is made up of three modules:

Module 1: Change Management an Overview
Module 2: Preparing for Change
Module 3: Implementing Change

Leadership in Action

Code: LAS2044
Level H - Higher Level
ECTS Credits 4
Department Centre for the Liberal Arts and Sciences

DESCRIPTION

This Unit starts with a baseline analysis of different leadership styles, the particular organisation's culture and personal leadership style. Throughout the Unit, 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.
The Unit 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. This topic will also 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.

The Unit will then focus on how these leadership styles 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? This will give participants a clearer vision not only of best practice, but also of what makes sense to implement at their organisation.

The Unit also considers leadership at high levels of power and influence, where 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.

Building on the discussion on building the foundation for growth in the organisation, the Unit 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.
LEADERSHIP IN ACTION - LEARNING OUTCOMES:

1. Knowledge & Understanding

By the end of the study-unit the student will be able to:

a. Define the different Leadership styles and which leadership attributes he/she possesses;
b. Describe the prevalent organisational culture;
c. Be able to describe ways of how to weigh risks and opportunities to maintain success and momentum while at the same time plan for the future;
d. Define influencing and persuading strategies, that should have results on employees and stakeholders;
e. Identify ways how to motivate, empower and develop talent;
f. Identify ways of managing performance better.

2. Skills

By the end of the study-unit the student will be able to:

a. Apply the knowledge of leadership styles gained to the everyday style he or she uses at the workplace;
b. Demonstrate a better understanding of themselves with special focus on their leadership style;
c. Propose a way forward to work on strengthening his/her leadership skills;
d. Interpret and appraise the prevalent organisational culture and propose ways to effect change within the immediate environment;
e. Explain these ideas thus illustrating their utility and efficiency, as well as interacting with others on the team to discuss and review feedback;
f. Practise heightened "emotional intelligence" for greater professional achievement and satisfaction;
g. Speak the language of persuasion and influence.
Career Development Paths

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.

1. ICT Stream

ICT STREAM DEVELOPMENT PROGRAMME

The ICT Stream Development Programme is aimed at public officers within the ICT stream who are required to follow training upon assuming a new role within the stream, wish to be eligible for scale progression for the same role within the stream, or require to further their knowledge and skills in line with the specific objectives identified by the Public Administration. The programme offers the opportunity for specific ICT training and networking for officers within the ICT stream and is designed to extend participants' personal and professional skills in ICT, management and administrative know-how which will help them deliver effectively and efficiently.

CATEGORY B

AE0119 ICT Support Assistant Development Programme (Scale 13-11)

Core (To be taken during the probation period*)

- 0C2718 Time and Self-Management
- 0C4418 Report Writing
- 0C3819 Principles of Financial Management
- 0D2719 Project Management and Implementation Skills – An Overview
- AE0219 ECDL Standard
- 0F4418 GDPR
- 0C3518 Freedom of Information Act
• 0E0119 Service Management
• 0E0219 IT Support Services
• 0E0319 Computer Technician
• 0E0419 Inventory/Asset Management

Progression

• 0E0519 MCSA Office 365
• 0E0619 Web design and Content Management
• 0E0719 IT Fundamental Data Reporting Management

Elective

• 0E0819 Managing Customer Relations
• 0E0919 Cybersecurity awareness
• 0E1019 Network Fundamentals
• 0E1119 Fundamentals of Operating Systems
• 0E1219 Fundamentals on IT Security

AE0319 ICT Support Officer Development Programme (Scale 11-10)

Core (To be taken during the probation period*)

• 0E1319 Developing effective briefings and correspondence
• 0D2719 Project Management & Implementation skills – An Overview
• 0E1419 ECDL Advanced: Advanced Word Processing
• 0E1519 ECDL Advanced: Advanced Spreadsheet
• 0E1619 ECDL Advanced: Advanced Database
• 0E1719 ECDL Advanced: Presentation
• 0E0119 Service Management
• 0E1819 Network Intermediate
• 0E0419 Inventory and Asset Management
• 0E1919 IT Security Intermediate
Progression

- **0E2019** IT System Testing
- **0E2119** IT Data Reporting Management
- **0E2219** Database Concepts and Design

Elective

- **0E2319** Principle of Performance Management
- **0C5619** Managing Change in the Public Administration
- **0E2419** Mobile Applications Development
- **0E0619** Web Design and Content Management

**AE0419 ICT and Business Analyst Development Programme (Scale 9-8)**

Core (To be taken during the probation period*)

- **0E2519** Organisation and documentation of formal meetings
- **0E2619** English Language for Business
- **0D3215** Managing with Leadership
- **0E2719** Advanced Communication and Soft Skills
- **0C5318** Decision Making
- **0E2819** Enhancing Performance in the Public Administration
- **0C4618** Coaching
- **0E2919** SharePoint Advanced
- **0E3019** Computer Technician Advanced
- **0E3119** Advanced IT Business Reporting
- **0E3219** Advanced Service Management

Progression

- **0E3319** Change Management
- **0E3419** Business Continuity and Disaster Recovery
- **0E3519** GDPR – IT Law
Elective

- **0C7219** Kitba Uffiċjali bil-Malti
- **0C6618** Creating High Performance Teams
- **0E3619** Financial Principles within the Public Service
- **0C2219** Public Procurement Regulations
- **0C5519** Introduction to Green Public Procurement
- **0E3819** Business & IT Requirements Analysis
- **0E3919** Advanced IT System Testing

**AE0519** ICT Systems Analyst /Administrator Development Programme (Scale 8-7)

Core (To be taken during the probation period*)

- **0C3819** Principles of Financial Management
- **0E4019** Quality Management
- **0E4119** Critical Thinking
- **0E4219** Managing performance stress
- **0E4319** Motivation and Performance
- **0E3019** Advanced Computer Technician
- **0E4419** System Support and Customer Relationship Management
- **0E0619** Website Design and Content Management
- **0E4519** Advanced System Testing
- **0E4619** Advanced IT Security
- **0E4719** Service Level Management
- **0E2919** SharePoint Advanced

Progression

- **0E4819** Building consultation with stakeholders
- **0E4919** Blockchain – understanding the technology
- **0E5019** User Management
- **0E5119** Client and Server Side Scripting
- **0E5219** Advanced User Testing
Elective

- 0C7419 Conflict Resolution
- 0E5319 Anti fraud and Corruption
- 0E5419 Generating ideas for new Projects
- 0D4915 Strategic Change Management
- 0E5519 Budgeting and Cost Management
- 0E5619 Advanced Network Design and Administration
- 0E5719 IT Business Continuity
- 0E5819 Virtualisation
- 0E5919 Advanced System Administration

AE0619 ICT Senior Systems Analyst (SA) /Senior Administrator Development (SAD) Programme (Scale 7-6)

Core (To be taken during the probation period*)

- 0E3219 Entry to Senior Management Programme
- 0E6019 Advanced Project Management (SA)
- 0E4619 Advanced IT Security
- 0E3019 Advanced Computer Technician
- 0E5919 Advanced System Administration
- 0E6119 Advanced Network Management
- 0E2919 SharePoint Advanced

Progression

- 0E6219 Business Intelligence
- 0E6319 CRM
- 0E6419 Advanced IT Reporting

Elective

- 0E6519 Cloud Infrastructure
- 0E6619 Blockchain
- 0F2919 Artificial Intelligence
- 0E6819 Big Data
- 0E6919 Cyber Security
*If on the date of delivery of this training programme the public officer is no longer in a probation period he/she is still obliged to follow the core modules. The progressions and elective modules are optional based on a decision of the Public Office and his/her direct superior. If the Public Officer has exceeded five years in the same role and there is clear evidence that he/she will not be able to follow the core and progression modules for the same role by the end of the sixth year, the mandatory requirement to follow such courses to obtain a scale progression may be waived subject to approval by the People & Standards Directorate.

AE0719 ICT Officer (Scale 5)

- 0E3219 Entry to Senior Management Programme

- Horizontal Modules in the areas of
  - 0F2919 Artificial Intelligence
  - 0E6819 Big Data
  - 0E6919 Cyber Security
  - 0F3019 Internet of Things
  - 0E7119 Virtual Reality
  - 0E7219 Digital Marketing
  - 0E6619 Blockchain
  - 0F4119 Business Process Reengineering
  - 0E7419 Smart Technologies
  - 0E6519 Cloud Infrastructure
  - 0E2919 Sharepoint Advanced

AE0819 Chief Information Officer (Headship) or any other ICT Equivalent Headship Positions

Executive Courses provided by IPS or through partnership with academic institutions locally or abroad – (max 5 days each course) in the following areas:

- 0E7519 Digital Transformation
- 0E7619 Strategy in the era of Digital Disruption
- 0E7719 Innovation by Design
- 0F4119 Business Process Re-engineering
- 0E7819 Emerging Technologies
• **OE7919** Cybercrime

Note – The ICT Stream development programme will be reviewed on a yearly basis and will continue being developed throughout each calendar year in line with the continuous emerging needs of the Digital Transformation of Public Services

**OF2719 Emerging Technologies Lab - Emerging Technologies Training**

**Non-Technical**

**Audience**
MITA Managers / Leaders / Directors / Assistant Directors / CIOs & IMUs

**Duration**
40hrs

• Taught part
  30hrs

• Research & Delivery of presentation
  10hrs

**Max Attendees**
20 people

**Venue**
Emerging Technologies Lab

**Timing**
Oct 2019 – Jun 2020
Technical

**Audience**
MITA Developers / Solutions Architect / CIOs & IMUs / ICT reps from Officially Appointed Bodies

**Duration**
40hrs

- Taught part
  30hrs

- Small project & delivery of presentation
  10hrs

**Max Attendees**
10 people

**Venue**
Emerging Technologies Lab

**Timing**
Oct 2019 – Jun 2020

0F2819 Blockchain & DLT

**Non-Technical**

- Introduction & terminology
- Smart contracts
- Typical applications with focus in the public sector
- Economies behind DLTs & cryptocurrencies
- Local legislations & the role of MDIA
- The link with other Emerging Technologies (IOT & AI)
Technical

• Blockchain & DLT technical intro
• Ethereum / Solidity Basics
• RPC & Web3
• Testing of smart contracts
• Environment requirements

0F2919 Artificial Intelligence

Non-Technical

• What is AI, the different disciplines and ethics
• Machine learning & reasoning
• Typical applications & common life usage with focus in the public sector
• Local Government initiatives on AI
• The link with other Emerging Technologies (IOT, Blockchain & Robotics)
• Use of big-data for AI

Technical

• AI algorithms – difference & usage
• Machine learning
• Image processing and computer vision
• Natural language processing
• Building AI applications on MS Azure
• Environment requirements

0F3019 Internet of Things

Non-Technical

• From the internet to internet of things
• Controllers, sensors & interactions with the real-world
• Typical applications with focus in the public sector
• Micro-controllers – basics & variations
• The power of big-data in relation to IOT
• The link with other Emerging Technologies (AI & Blockchain)
Technical

- Programming basics & setting up of IoT
- IoT Protocols: HTTP, CoAP, MQTT, AMQP, 6LoWPAN.
- Micro-controller programming
- IoT Cloud Infrastructure
- Environment requirements

BUSINESS PROCESS REENGINEERING

Supporting Key Initiatives

From time to time IPS will be supporting Government, through specialised training programmes, to assist in the implementation of a number of key initiatives that will be introduced. These will be announced from periodically and advertised separately. However, a number of initiatives are already underway.

0E7519 Digital Transformation

Government is poised to embark on a process of digital transformation. This will require a re-engineering of its business processes, which will entail looking closely at its work flows and structures as well as its services, with a view to adopting new technologies and arriving at improved and redesigned methodologies. This will ensure that a more efficient and effective way of fulfilling its function will be devised, resulting in a more modern administration and improved level of service delivery.

The following course has been designed to introduce the topic of Digital Transformation. It will give an overview of what BPR is and how to manage change, together with the basic steps of the reengineering process, and the methodology employed in its implementation.

0F4219 Preparing for Digital Transformation – Business Process Reengineering

Target Audience: Officers in all ministries, particularly those who are involved in policy, service delivery, administration etc

Duration: 3 half days (15 hours)
IPS will also be offering a longer modular programme that will be aimed specifically at those who will have been tasked with carrying out BPR in their respective ministries. It will delve deeper into the subject, and give a more detailed grounding in the mechanisms involved, the various methodologies available, the application to a public administration environment and the techniques for a successful approach. The course will combine both theoretical and practical elements to help participants have a wider overview, achieve a deeper understanding and acquire improved BPR skills.

Target audience: Officers who have been tasked with conducting BPR in their areas of work

Duration: 60 hours (spread over various sessions)
2. Financial Stream

TRAINING FOR MANAGERS IN ACCOUNTING AND FINANCE

OF2313 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

**OF2313 Continuous Professional Development Award in Economics 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

a) Brief history of economic thought  
b) Choice and opportunity cost  
c) Economic systems  
d) Economic models, indicators and econometrics  
e) The price system, price elasticity and price controls  
f) Demand and supply  
g) Free markets and price controls in product and labour markets  
h) The concepts of consumer choice  
i) Concepts of production and costs  
j) Market structures (Perfect and Imperfect competition, oligopoly and monopoly)

Module 2: Macroeconomics

a) Introduction to the Maltese economy  
b) The main sectors of the Maltese economy  
c) Targets and objectives of macro-economic policy  
d) Towards Lisbon Agenda objectives  
e) 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.  
f) The economic cycle, national income, GDP and index number formats  
g) Aggregate supply and aggregate demand  
h) Consumer spending and saving  
i) Capital investment and spending  
j) Multiplier and accelerator process  
k) Fiscal policy and trade  
l) Supply-side economics  
m) Inflation, deflation, unemployment and the Phillips Curve  
n) Exchange rates and balance of payments  
o) Macroeconomic policy: fiscal policy: Government revenue and expenditure,
modules 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.

OF2518 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.
0F2618 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.

0F2713 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.

0F2819 Government Payroll Management (coming up in 2020)

A skills gap in the knowledge, skills and abilities of a significant percentage of payroll personnel has been identified by the Ministry for Gozo. One of the primary objectives of this programme is the imparting of knowledge and skills to personnel involved in salary/payroll functions. Participants will learn to treat the payroll function as a singular whole and not as a fragmented process. Moreover, the training should instill awareness that the payroll function extends itself beyond employee emoluments and forms the basis of input for other Government departments such as pensions and taxation amongst others.

The launch of the Salaries Reporting System (SRS) and its potential adoption across
the entire public service payroll has necessitated training requirements on its own merit. This course strives to address the most pressing skills deficiencies emanating from the undertaken skills gap analysis, mainly:

- Legislative
- Regulatory
- Technical (Computations of salary variables).

**OF3119 Module 1**

**OF3219 Module 2**
Resourcing Policies and Procedures.

**OF3319 Module 3**
People Management Policy, Regulations, Circulars and Directives.

**OF3419 Module 4**
Central Salaries – Computation of Salaries.

**OF3519 Module 5**
Line Department – Computation of Allowances.

**OF3619 Module 6**
Operational Procedures and Reporting Standards.

**OF3719 Module 7**
Refunds and Supplementary Payments.

**OF3819 Module 8**
Taxation and Social Security Contribution Maintenance.

**OF3919 Module 9**
Practical Sessions and Computations

**OF4019 Module CSS**
Standardising & Synchronisation of Internal Processes & Procedures at Central Salaries.
3. Procurement

**OD4415 Green Public Procurement (5 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 PROCUREMENT OFFICERS**

**4F2016 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.
List of Modules:

Procurement and Planning
Procurement Procedures and Award Criteria
ESPD (Exclusion Criteria/Blacklisting/ Selection Criteria)
The Evaluation Process and Compliance
Modifications and Post-Contracting Issues

0F2118 Procurement by Contracting Authorities

This course offers a genera overview of procurement procedures. It delves into the basic principles of public procurement, procedures to follow, the various thresholds applicable, estimates, types of tendering procedures, selection criteria, technical specifications and terms of reference, adjudication of tenders, implementation of the contract and compliance.

OD4415 Public Procurement in Practice- A follow up programme to the NPPR

To be eligible for this course participants need to have successfully completed the National Procurement Regulations course

Procurement practitioners' jobs are becoming increasingly busy, with staff often expected to demonstrate a high standard of knowledge in a variety of areas, such as technical specifications writing, contract management and general market engagement.

The main aim of this training is to improve the skills of procurers throughout the public sector and to endow them with knowledge of the wider world of procurement, subsequently enabling them to work across a variety of areas, while completing jobs to a high standard and keeping risks to a minimum.

The course covers:

Part 1: Concessions, Competitive Dialogues and Innovation Partnerships
Part 2: Compilation of a procurement document
Part 3: Award Criteria preparation
Part 4: The Evaluation Process in practice
Part 5: The application of Modifications
Part 6: Fraud and Corruption
4. 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 people management
- Formulating strategic HR plans to improve people management in one’s organisation
- Governance
- Strategic HR planning
- Recruitment and selection
- Performance management
- Training and development

4F1714 Industrial Relations Award

1. Core Management

- Data and personnel systems management
- Time Management
- Salary structures and understanding organisational planning and forecasting; working financials and implications (long and short term)
- Decision-making
- Organisational culture
2. Strategic People Management

- People Management as distinct from personnel
- Performance Appraisals and identifying needs gaps

3. Industrial Relations

- Conflict resolution & problem-solving
- Negotiation processes and considerations to be made
- Strategic analysis of data system statistics for the purposes of industrial relations

4. Legal Framework

- The Employment and Industrial Relations Act and its subsidiary legislation
- Directives 7, 8, 9 and 10 issued by the Principal Permanent Secretary for the Public Administration

5. Soft Skills

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

OF2518 General Data Protection Regulation (GDPR)
5. Customer Care Stream

**4F1714 Continuous Professional Development Award in Customer Care - Foundation Course**
Duration: (25 contact hours)
MQF - Level 4
ECVET: 4 credits

**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

• 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

Communication Skills

• 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 provides 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.

**4F1714 Continuous Professional Development Award in Customer Care - Advanced Course**
Duration: (25 contact hours)
MQF level: 4
ECVET: 4 credits

**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:

• Describe the main tenets of delivering good customer care service, reaching and, if possible, surpassing customers’ expectations.
• Illustrate good customer care with real life examples from one's organisation as well as others representing best practice.
• Discuss issues encountered in everyday dealings with clients both internal and external.
• Present possible solutions to issues clearly and creatively.
• Explain situations and circumstances to clients as well as colleagues/officers.
• Review the current customer care function.
• Discuss ideas thus illustrating their utility and efficiency, as well as interacting with others on the team to discuss and review feedback.
• Name improvements.
• Speak to superiors regarding possible changes.
• 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.

5F1919 Customer Care MQF Level 5 (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 – 200 Guided hours
Personal Development

These courses are intended to enable employees reach their performance appraisal levels – to be able to deliver their job more efficiently and effectively.

- Technical & Industrial Grades & Support Staff
- General Service Grades (Clerical to Middle Management)

- Numeracy
- Basic ICT
- Group Dynamics
- Basic Office Writing and Emails
- Official English Using Reader-Friendly Language
- Principles of Financial Management
- Inventory Management
- Travel Regulations and Procedures
- Workshops in Various Office Applications
- Project Management and Implementation Skills - Setting Goals, Milestones and Timeframes
- How to Organise and Minute Meetings
- Basic Accounting Principles
- Kitba Uffiċjali bil-Malti
- The Art of Writing a Good Report
- Introduction to Public Relations
- Coaching
- Conflict Resolution
- Foundation Course in Economics Principles
- Public Relations – Giving Presentations
- General Data Protection Regulation
- Emotional Intelligence at Work
- Registry Services
- Building Effective Teams
- MS Project (Core level 2)
- Basic Organisational Skills and Time Management
- Train the Trainer
- CV Writing Skills and Interview Workshop
0A1319  Numeracy
This course is designed to introduce participants to the basic math skills needed to be successful in their trade. Math and calculations are the foundation of a lot of technical and industrial jobs. For example basic mathematical calculations and measurement systems are often used on the construction site. Therefore, it is very important for industrial employees and labourers to master these tools. The course will help participants master or enhance their skills in converting to decimals or vice-versa, calculate volume and area of sites or buildings, shoot elevations, use percentages, slope ratios, understand squaring principals, and calculate concrete quantities. This course covers some of the mathematical procedures that must be mastered and gives examples of how they might apply to work in the different crafts and industries.

0A0919  Basic ICT
(Index Pg 146)

0D1018  Group Dynamics
This programme is designed to help participants to evaluate the dynamics of a group, observe how it works and what makes a group tick and different people gel (or not!) and to improve their performance through better teamwork. The idea is to get people who need to work as a team together in order to enhance group dynamics, improve relationships, clarify roles etc.

0C6819  Basic Office Writing and Emails
This course helps participants achieve results with written communication by making the most and the best of every communication they are involved in. Various communication problems are highlighted and tips are given on how to overcome them.

This programme will provide tools to:

- Develop a professional, reader-friendly written style
- Organise ideas and conclusions coherently when writing
- Edit business writing more effectively
- Improve the presentation of various documents such as emails, letters and reports
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.

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

This short course enables participants to better apply the updated Travel (overseas) Regulations and Procedures as necessary.

Meetings are an essential tool for establishing communication links within organisations and they provide opportunities for enabling decisions to be made and followed through. Minutes serve many purposes including the provision of a factual record demonstrating transparent actions, a list of those responsible for a given task and a record of decisions taken.

This programme will cover:

- Preparation needed for the meeting
• Rules and procedures in sending out notice of meetings
• The importance of the agenda to a meeting
• The different types of minutes
• The purpose and use of minutes
• Preparation for taking minutes
• The tasks of the effective minute taker
• The role of the chairperson and how to work with your chairperson
• Tips and tricks for note-taking
• Practical exercises to practice taking minutes

0F2313 Basic Accounting Principles
(Index Pg 146)

0C7219 Kitba Uffiċjali bil-Malti
(Index Pg 146)

0C7319 The Art of Writing a Good Report

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.

Course content:
• An overview of report writing
• Getting the objective clear
• Planning before you write
• Structuring your text
• Writing recommendations
• Editing your draft
• Correction grammar and punctuation
• Proofreading your report

0C4518 Introduction to Public Relations

This course will improve the ability of those managing or performing a public relations function to think strategically and to support the organisation's strategic development. Participants will develop core PR skills that encompass technical as well as managerial competencies.
Module 1 – Introduction

• Raise awareness of the vital role that communication plays
• Find opportunities for innovation and improvement
• Relax and overcome nervous tension
• Deal with questions and defuse hostile situations
• Use different voice tonalities, pitch and frequency
• Use one’s own personality to the best effect

**0C4618 Coaching**
(Index Pg 146)

**0C7419 Conflict Resolution**
(Index Pg 146)

**0C7519 Foundation Course In Economics Principles (Part 2)**
This forms part of the Continuous Development Award in Economics Principals
For more details please refer to Career Development Path Section 4

**0F2313 Basic Accounting Principles**
(Index Pg 146)

**0C7619 Public Relations – Giving Presentations**

This session will look at how to develop the presentation skills necessary to enhance a professional image.

• Make powerful presentations to persuade audiences
• Use body language to effectively animate the presentation
• Structure and plan persuasive presentations whilst maintaining flexibility
• Use audio-visual material, including the development of complimentary literature

**0F4418 General Data Protection Regulation**

The right to privacy is a fundamental human right which is safeguarded and enshrined in our Constitution. The Data Protection Act 2001 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.

- **OD2818 Emotional Intelligence At Work**

  This course should give participants an insight into using emotions to be smarter in the workplace. This course aims to increase self-confidence and personal empowerment through better understanding and through working with emotional intelligence.

  Through this course, participants will benefit from the following training outcomes:

  - self-awareness: utilising both facts and gut feelings;
  - managing emotions: handling impulses and promoting integrity;
  - motivation: striving to improve;
  - empathy: listening and understanding;
  - social skills: building relationships and resolving conflicts.

- **OC1117 Registry Services**
  (Index Pg 146)

- **OC5118 Building Effective Teams**
  (Index Pg 146)

- **OC5718 MS Project (Core Level 1)**
  (Index Pg 146)

- **OC7717 Basic Organisational Skills and Time Management**

  Employees are all being asked to achieve higher levels of performance under increasing time pressure. This course will help them review the way they look and plan time, learn how to plan and complete the tasks that matter most and achieve a more realistic work-life balance.

  By the end of the course participants will be able to:

  - Analyse their use of time
  - Recognise Key Accountabilities and High Value Adding Tasks and Activities
  - Recognise time-stealers and Low Value Adding Task and Activities
  - Schedule planning time regularly to retain flexibility to changing circumstances
  - Develop an effective system to help organise their work and time
**0C7818 Train the Trainer**

This course introduces participants to the theory, tools and techniques necessary to conduct training programmes and develop effective training skills. This course lays a framework for participants to move from merely acquiring course developer skills to competency and ultimately to proficiency.

This course prepares learners in:

- analysis: identify objectives;
- course design;
- course development;
- implementation / delivery.

**0C7918 CV Writing Skills and Interview Workshop**

This workshop is designed to show participants how to construct a winning CV and how to upgrade their interview skills. It will show that with careful preparation and thought about the role they are applying for, they can craft a CV that will highlight their skills and experience and help them match the requirements of the role.

With practical hints and tips, this workshop will help participants approach the application and interview process with confidence and to feel fully prepared for the whole process. Participants will:

- Learn how to audit their achievements, skills and experience
- Conduct a reality check on their career aspirations and their 'marketability'
- Be given best practice advice on how to make sense of job & person specifications, to write CVs and job applications
- Rehearse and improve preparation for and performance at panel interviews, and where appropriate, other face to face assessments.
UNDERGRADUATE/POSTGRADUATE DEGREES
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 officers, 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 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, such as the MBA (Public Management) offered by the University of Malta, and the BA (Hons) Public Projects offered by MCAST. These courses which are dual badged, have been designed by the relevant Educational Institution and the Public Service to meet the requirements of the Public Administration. Indeed MCAST's BA (Hons) Public Projects is offered exclusively to public officers 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.

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 Study Leave and Sponsorship Manual (Appendix III) after the completion of their studies. On successful completion of their studies, applicants may be required to carry out duties and training in accordance with the exigencies of the Public Service in line with their new qualification.

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.
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
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<th>Course</th>
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<td>Further Project Management</td>
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<tr>
<td>Project Management - Principles</td>
<td>6</td>
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Bachelor of Arts (Honours) in Procurement and Finance
Duration: 4 years
BC6-03-18
Level 6

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.

At the end of the programme, students will be able to:

1. Understand and operate the various aspects of Procurement, both at Public Sector level as well as within the Private sector
2. Internalise various managerial functions, needed to carry out effectively an operational role within the areas of Procurement and Supply Chain Management.

3. 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.

4. Analyse the various stages within the Procurement process, in a manner that proper action is taken commensurate to the particular operational setting and requirement.

5. Practice appropriate methods in relation to the financials related to Procurement processes.
Masters of Business Administration
(Public Management)
Duration: 2 years

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, people 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
CUSTOMISED TRAINING
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. 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
- Training Needs Assessments
- Training for Organisation Restructuring
- Coaching in Various Subjects
- Workshops for Senior Managers
- Workshops in Various Areas
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**Annotations**

i. A Full VET Level 1 qualification should enjoy the same parity of esteem as a Full Secondary School Certificate and Profile (SSC&P) Level 1.

ii. A Full VET Level 2 qualification should enjoy the same parity of esteem as 4 Secondary Education Certificate (SEC) subjects at Grade 6 and 7.

iii. A VET Level 3 Qualification should enjoy the same parity of esteem as 6 Secondary Education Certificate (SEC) subjects at Grades 1 to 5.

iv. A VET Diploma should enjoy the same parity of esteem as the Matriculation Certificate.

The above table should only be used with reference to accredited and academic courses.