

**Family-Friendly Measures Report  
2011**

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## APPENDICES

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**Appendix 2** - Beneficiaries of Family-Friendly Measures in the Public Sector in 2011 – By Gender and Employment Category

# **Section 1 – Introduction**

## **1.0 Introduction**

As an employer, Government has constantly been at the forefront of providing a ‘work-life balance friendly’ environment. A number of family-friendly and work-life balance policies and measures have been designed and implemented for the specific purpose of assisting employees in attaining a better balance between their work and life obligations.

On one part, a better balance between workplace and workforce needs, assists organisations in the adequate planning of their work schedules, outputs and outcomes. On their part, employees are allowed a higher degree of flexibility within which they are able to better manage work and family responsibilities.

Striking a better balance between workplace and workforce needs may essentially result in increased motivation, job satisfaction, well-being, productivity and reduced absenteeism.

While the current cluster of family-friendly and work-life balance policies have proved beneficial for securing the retention of valuable employees, nevertheless, it needs to be ensured that policies and procedures are continuously evaluated, reviewed and updated, so as to continue to meet the challenging demands of organisations and their employees.

## **1.1 Purpose of this study**

This report focuses on Family-Friendly Measures (FFMs) implemented within the Public Administration. These measures are important tools for facilitating the attainment of a better balance between workplace requirements and family commitments. The Family-Friendly Measures currently available to the public employees are featured in this report, with the aim of analysing the utilisation of such measures by:

1. Number of beneficiaries
2. Gender
3. Salary Scale/Category of employees
4. Type/s of measures

The accurate and timely collation of data is fundamental for capturing and analysing the current scenario, also with a view to evaluate current policies and measures, as well as determine future needs.

## **Section 2 – Methodology**

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### **2.0 Methodology**

This Family-Friendly Measures report is based on a survey of the Family-Friendly Measures availed of by employees in the Public Administration during 2011. The survey was carried out by the HR Systems and Data Management (HRS & DM) Directorate within the Public Administration HR Office (PAHRO) and the data was collected through the Directors responsible for Corporate Services (DCS) within the line ministries. The 2011 Family-Friendly Measures Survey followed the same methodology as that adopted in 2010, that is, the total number of public employees who benefited from any available Family-Friendly Measures during the period 1<sup>st</sup> January to the 31<sup>st</sup> December 2011.

## **Section 3 – Findings**

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### **3.0 Findings**

Survey findings on the utilisation of Family-Friendly Measures by public employees are illustrated at Appendices 1 and 2. Appendix 1 focuses on the utilisation of Family-Friendly Measures in the Public Service whilst Appendix 2 presents statistical data regarding the Public Sector.

The following section gives a detailed analysis of Appendices 1 and 2.

## Section 4 – Data Analysis

### 4.0 Introduction

The data collected was gender stratified, categorised by salary scale, in respect of the Public Service, and by category of employees in respect of the Public Sector. A detailed analysis of the quantitative data will be presented in the following sub-sections with a view to attain a better understanding of the current scenario in the utilisation of the Family-Friendly Measures.

This section is divided into two parts. The first part focuses on Family-Friendly Measures in the Public Service whilst the second part outlines the utilisation of these measures in the Public Sector.

### 4.1 Public Service

#### 4.1.1 Utilisation of Family-Friendly Measures

A numerical comparison of Family-Friendly Measures availed of in the Public Service in 2010 and 2011, reveals an increase in the overall utilisation, as illustrated in Table 1 below.

<b>Family-Friendly Measure</b>	<b>Utilisation Totals 2010</b>	<b>Utilisation Totals 2011</b>	<b>% Variance of individual FFMs against utilisation in 2010</b>
Maternity Leave	581	599	+3.10
Adoption Leave	5	9	+80.00
Leave to Foster Children	0	1	+100.00
Responsibility Leave	56	43	-23.21
Parental Leave	470	518	+10.21
Career Break	272	295	+8.46
Leave to accompany spouse on government assignments abroad	12	13	+8.33
Reduced hours	989	1329	+34.38
Teleworking	414	566	+36.71
Flexible Work Schedules	380	410	+7.89
<b>Grand Total</b>	<b>3179</b>	<b>3783</b>	<b>+19.00</b>

Table 1: Utilisation of Family-Friendly Measures in 2010 and 2011

Table 1 illustrates an overall increase in the utilisation of Family-Friendly Measures by 19.00% between the years 2010 and 2011, the only exception being Responsibility Leave, where a reduction of 23.21% was registered. On the other hand, the most prominent percentage increase was in Teleworking (36.71%), followed by Reduced Hours (34.38%). The increase in the utilisation of Family-Friendly Measures is further analysed in Table 2 below, which provides a breakdown of the number of the beneficiaries by gender.

<b>Family-Friendly Measure</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	599	/	599
Adoption Leave	7	2	9
Leave to Foster Children	1	0	1
Responsibility Leave	26	17	43
Parental Leave	509	9	518
Career Break	288	7	295
Leave to accompany spouse on government assignments abroad	9	4	13
Reduced hours	1272	57	1329
Teleworking	497	69	566
Flexible Work Schedules	225	185	410
<b>Grand Total</b>	<b>3433</b>	<b>350</b>	<b>3783</b>

Table 2: Family-Friendly Measures Beneficiaries (by gender) in 2011

Table 2 above presents a comparative analysis between male and female employees who utilised Family-Friendly Measures. Consistent with the results of previous years, this table clearly demonstrates that the female gender is still the primary beneficiary. On considering the take-up of such measures, available to both genders, it is still apparent that the utilisation by male employees is substantially low when compared to the female gender. Furthermore, a steady increase in the utilisation of Teleworking by male employees has been registered. Between 2010 and 2011, the number of male employees utilising Telework has increased from 45 to 69, that is, a 53.33% increase. The preference for Telework, over other measures, indicates that male employees prefer to utilise those Family-Friendly Measures which balance their work and family responsibilities without impacting negatively on their take-home pay. On the other hand, the main increase between 2010 and 2011 by female employees was in the utilisation of Reduced Hours, followed by Telework. This may indicate that females may prefer to give primary attention to family responsibilities, at the expense of their take-home pay. This may also indicate that women may opt to work on Reduced Hours, rather



than Telework, because domestic commitments are still not equally shared by spouses. Moreover, due consideration should be given to the fact that the Flexible Work Schedules arrangement is the Family-Friendly Measure which is availed of by nearly as many males as females, as outlined in Table 2. Compared between 2010 and 2011, this trend could possibly imply that a shift in the Maltese culture is being experienced, whereby both genders are gradually becoming more aware of the need to share work-life responsibilities - with both genders utilising those measures which have minimal or no reduction in their take home pay.

Table 3 below illustrates the utilisation of Family-Friendly Measures by employees in the Public Service.

<b>Family-Friendly Measure</b>	<b>Scale 1-5</b>	<b>Scale 6-10</b>	<b>Scale 11-15</b>	<b>Scale 16-20</b>	<b>Definite Contracts</b>	<b>Totals</b>
Maternity Leave	3	335	235	14	12	599
Adoption Leave	0	1	7	1	0	9
Leave to Foster Children	0	1	0	0	0	1
Responsibility Leave	1	17	16	9	0	43
Parental Leave	3	334	158	18	5	518
Career Break	2	158	113	21	1	295
Leave to accompany spouse on government assignments abroad	1	9	3	0	0	13
Reduced hours	32	417	499	370	11	1329
Teleworking	27	162	336	26	15	566
Flexible Work Schedules	10	115	205	76	4	410
<b>Grand Total</b>	<b>79</b>	<b>1549</b>	<b>1572</b>	<b>535</b>	<b>48</b>	<b>3783</b>

Table 3: Utilisation of Family-Friendly Measures in the Public Service

Table 3 above illustrates that the beneficiaries who benefit the most from such measures are those in Salary Scales 11-15 and 6-10. This is followed by beneficiaries in Salary Scales 16-20. Statistics indicate that in these three (3) Salary Scales, the most utilised measure is Reduced Hours. One can also note that employees in Salary Scales 16-20 are less inclined to opt for Family-Friendly Measures which are on an unpaid basis, such as Parental Leave, Career Break and Responsibility Leave. The potential reason for this could be linked with income. However, further in-depth studies would need to be undertaken to determine the reasons behind this finding.

Further to the above observation, Table 3.1 below gives a statistical picture of the Family-Friendly Measures beneficiaries per Salary Scale in relation to the total number of employees within the same group.

<b>Totals</b>	<b>Scale 1-5</b>	<b>Scale 6-10</b>	<b>Scale 11-15</b>	<b>Scale 16-20</b>
Total number of FFM beneficiaries	79	1549	1572	535
Total number of employees	861	9868	12260	5343
Percentage total of FFM beneficiaries	9.18%	15.70%	12.82%	10.01%

**Table 3.1: Percentage total of beneficiaries of Family-Friendly Measures in relation to the total number of employees (by Salary Scales Group)**

The table above clearly demonstrates that a relatively significant percentage of employees avail themselves of Family-Friendly Measures from each Salary Scale. With regards to Salary Scales 1-5, statistics show that the total number of employees in this group is relatively low when compared to the other Salary Scales. However, the seventy-nine (79) Family-Friendly Measures beneficiaries in this Salary Scale are equivalent to 9.18% of the total number of officers within the group.

The comparative analysis of the percentage number of beneficiaries from each Salary Scale demonstrates that the utilisation of Family-Friendly Measures is more balanced among Salary Scales than raw figures may indicate. Furthermore, the figures illustrating the percentage total of Family-Friendly Measures beneficiaries indicate that the highest Family-Friendly Measure utilisation was in Salary Scales 6-10. This contrasts with the raw figures in table 3 which indicated that the highest utilisation of Family-Friendly Measures was in Salary Scales 11-15. However, table 3.1 gives a more precise picture since it takes into consideration the number of Family-Friendly Measures' beneficiaries in relation to the total number of employees in each Salary Scale.

## 4.2 Public Sector

### 4.2.1 Utilisation of Family-Friendly Measures

When comparing the utilisation of Family-Friendly Measures availed of in the Public Sector in 2010 and in 2011, an increase in the total utilisation was observed as illustrated in table 4 below.

<b>Family-Friendly Measure</b>	<b>Utilisation Totals 2010</b>	<b>Utilisation Totals 2011</b>	<b>% Variance of individual FFMs against utilisation in 2010</b>
Maternity Leave	139	187	+34.53
Adoption Leave	4	5	+25.00
Leave to Foster Children	0	1	+100.00
Responsibility Leave	3	2	-33.33
Parental Leave	139	138	-0.72
Career Break	68	65	-4.41
Leave to accompany spouse on government assignments abroad	3	7	+133.33
Reduced hours	554	491	-11.37
Teleworking	134	183	+36.57
Flexible Work Schedules	478	476	-0.42
<b>Grand Total</b>	<b>1522</b>	<b>1555</b>	<b>+2.17</b>

Table 4: Utilisation of Family-Friendly Measures in 2010 and 2011

Table 4 indicates that there was a 2.17% overall increase in the utilisation of Family-Friendly Measures between 2010 and 2011. Clearly, the major registered increase was in relation to Teleworking, with an increase of 36.57%, followed by a 34.53% increase in Maternity leave. Increases in the utilisation of Leave to Accompany Spouse on Government Assignments Abroad, Adoption Leave and Leave to Foster Children follow suit. On the other hand, the main decrease between 2010 and 2011 was in the utilisation of Responsibility Leave (-33.33%), followed by a reduction in the utilisation of Reduced Hours (-11.37%), Career Break (-4.41%), Parental Leave (-0.72%) and Flexible Work schedules (-0.42%).

The concurrent increase in Maternity Leave and Telework is interesting to note. On the other hand, a slight reduction in the utilisation of Parental Leave and Career Break, which are both unpaid, has been registered. These trends might imply that employees have

shifted from utilising Parental leave to utilising Telework to balance their work-life responsibilities. Such a shift could be indicative of:

- a) *financial* considerations on employees' part; so as not to reduce take-home pay and have a negative impact on income; as well as
- b) *social considerations* related to social inclusion.

It can be noted that the situation in the Public Sector replicates that of the Public Service.

The following table illustrates the utilisation of measures by gender in 2011.

<b>Family-Friendly Measure</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	187	/	187
Adoption Leave	3	2	5
Leave to Foster Children	1	0	1
Responsibility Leave	2	0	2
Parental Leave	122	16	138
Career Break	58	7	65
Leave to accompany spouse on government assignments abroad	6	1	7
Reduced hours	452	39	491
Teleworking	164	19	183
Flexible Work Schedules	251	225	476
<b>Grand Total</b>	<b>1246</b>	<b>309</b>	<b>1555</b>

Table 5: Family-Friendly Measures Beneficiaries (by gender) in 2011

Table 5 presents a comparative analysis between male and female beneficiaries of Family-Friendly Measures. As in the case of the Public Service, this table clearly shows that the female gender is the primary beneficiary of Family-Friendly Measures currently in place. From the above figures, it can be noted that for every five (5) female beneficiaries there is one (1) male beneficiary. The most utilised Family-Friendly Measure by male employees in 2011 was Flexible Work (72.82%). On the other hand, this type of arrangement ranks as second in utilisation by female employees (20.14%), as the Reduced Hours arrangement seem to be the most popular among females (36.28%). 9.80% of female beneficiaries utilised Parental Leave and 4.65% opted for the Career Break option. The rate of utilisation of these measures was even lower by the male gender – 5.18% and 2.27% respectively.

Trends in the Public Sector and the Public Service are very similar. Once again it can be noted that, although females are the major beneficiaries of Family-Friendly Measures,

both genders tend to prefer to choose those measures which give them more flexibility to balance their responsibilities. This could possibly indicate a shift in the Maltese culture, whereby both genders are becoming more responsive to the need to share work-life responsibilities.

The table below provides further analysis as to which Family-Friendly Measures are utilised by the different categories of employees in the Public Sector.

<b>Family-Friendly Measure</b>	<b>Top Management</b>	<b>Middle Mgt &amp; Professional</b>	<b>Administrative Executive/ Clerical</b>	<b>Supervisory/ Technical/ Industrial</b>	<b>Total</b>
Maternity Leave	13	76	86	12	187
Adoption Leave	0	2	3	0	5
Leave to Foster Children	0	1	0	0	1
Responsibility Leave	0	0	2	0	2
Parental Leave	3	61	64	10	138
Career Break	1	29	31	4	65
Leave to accompany spouse on government assignments abroad	0	6	1	0	7
Reduced hours	9	112	317	53	491
Teleworking	7	65	104	7	183
Flexible Work Schedules	22	162	180	112	476
<b>Grand Total</b>	<b>55</b>	<b>514</b>	<b>788</b>	<b>198</b>	<b>1555</b>

Table 6: Utilisation of Family-Friendly Measures in the Public Sector - by Employment Categories

Table 6 clearly illustrates that the category which mostly benefits from such measures is the 'Administrative/Executive/Clerical', followed by 'Middle Management & Professional' category. Employees in the 'Administrative/Executive/Clerical' category prefer to avail themselves of Reduced Hours (40.23%), followed by Flexible Work Schedules (22.84%) and Teleworking (13.20%). Parental Leave and Career Break follow suit at 11.87% and 5.64% respectively. On the other hand, the majority of beneficiaries in the 'Middle Management & Professional' category utilised the Flexible Work Schedules arrangement (31.52%) followed by Reduced Hours (21.79%) and Teleworking arrangements (12.65%). Table 6 shows that 11.87% of employees utilised Parental Leave, while 5.64% utilised Career Break. Once again, this data could be interpreted as

being indicative that employees are opting to utilise those measures which allow them to retain their financial independence and social inclusion.

### **4.3 Conclusion**

This report demonstrates a trend, within the Public Administration, towards the utilisation of Family-Friendly Measures which allow a better work-life balance and a reduced negative impact on take-home pay. This has been illustrated by the fact that even though the utilisation of Parental Leave and Career Break have increased between 2010 and 2011, this increase was not as substantial as the overall increase in the utilisation of measures such as Flexible Working arrangements, Telework and Reduced Hours. As regards Reduced Hours, even though this Family-Friendly Measure does affect take-home pay, the financial impact is not as substantial as unpaid forms of Family-Friendly Measures and is reduced according to the particular individual's need to balance his/her family responsibilities without neglecting the exigencies of the Public Administration.

## **Section 5 – Recommendations and Way Forward**

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### **5.0 Recommendations and Way Forward**

Analysing this data on a regular basis is essential so as to better understand current trends and provide a further appreciation of the situation of the Public Administration, as a forerunner to the creation and implementation of new and updated Family-Friendly Measures.

One of the main objectives of the Public Administration HR Office (PAHRO) is to keep abreast with developing family-friendly and work-life balance concepts and their implementation within other Public Administrations and organisations. Furthermore, it aims to reinforce its proactive approach by developing innovative policies to meet the changing needs of the Public Administration and its employees, whilst facilitating the take-up of such measures. In its efforts to further increase awareness on the policies implemented within the Public Administration, PAHRO aims to intensify its efforts in relation to the dissemination of information on the availability of Family-Friendly Measures, to employees at all levels. One possible initiative worth considering is the publicising of Family-Friendly Measures through the electronic payslip, on a regular basis.

Moreover, managers need to be continuously trained in managing these developing concepts at the workplace, to ensure that the balance between workforce and workplace needs is truly being attained.

## Section 6 – Conclusion

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### 6.0 Conclusion

In today's competitive labour market, having a work-life balance friendly work environment is essential for attracting, engaging and retaining the brightest and ablest employees, and for securing a return on Government's HR investment. Benefits of having a family-friendly work environment can be potentially reaped by all organisations and sectors. Having employees utilising Family-Friendly Measures, for greater flexibility and the balancing of responsibilities, has a number of positive effects:

- a) on the employee, per se, in terms of greater job satisfaction, motivation and loyalty;
- b) on the growth of the organisation in terms of increased performance;
- c) in the retention of valued employees and the reduction of labour turnover.

In view of this, the promotion of Family-Friendly Measures remains at the forefront of the Public Administration HR Office's objectives. The collaboration between the Public Administration HR Office and line ministries assists the continuous fine-tuning of existing measures and the introduction of new ones – this to ensure that existing policies are consistent with current trends and legislation, so as not to become outdated or irrelevant to the contextual requirements of employees and the Public Administration alike.

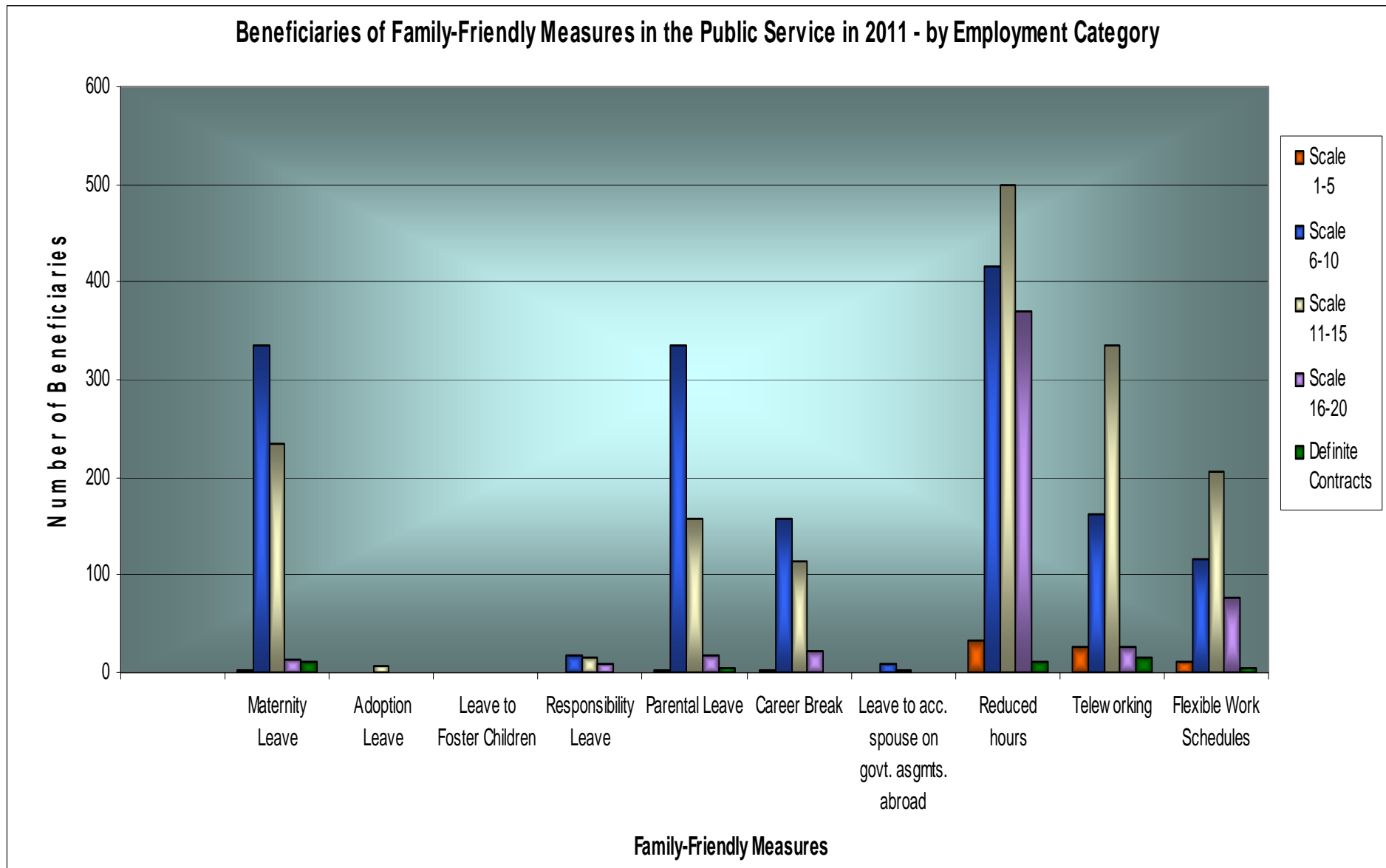


**Appendix 1:**  
**Beneficiaries of Family-Friendly  
Measures in the Public Service in 2011 –  
By Gender and Employment Category**

## PUBLIC SERVICE TOTALS

1st January 2011 - 31st December 2011

FAMILY-FRIENDLY MEASURES	Scales 1-5		Scales 6-10		Scales 11-15		Scales 16-20		Definite Contracts		TOTALS		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Grand Total
Maternity Leave	3		335		235		14		12		599		599
Adoption Leave (PSMC 5.2.1)	0	0	0	1	6	1	1	0	0	0	7	2	9
Leave to Foster Children (PSMC 5.3.3)	0	0	1	0	0	0	0	0	0	0	1	0	1
Responsibility Leave (PSMC 5.3.5)	0	1	10	7	12	4	4	5	0	0	26	17	43
Parental Leave (PSMC 5.3.4)	3	0	329	5	155	3	17	1	5	0	509	9	518
Career Break (PSMC 5.3.4)	2	0	154	4	111	2	20	1	1	0	288	7	295
Leave to accompany spouse on Government sponsored courses or assignments (PSMC 5.3.2)	1	0	6	3	2	1	0	0	0	0	9	4	13
Reduced hours – 20 hours/week	8	1	147	10	103	3	31	2	1	0	290	16	306
Reduced hours – 25 hours/week	2	0	32	3	56	1	22	1	2	0	114	5	119
Reduced hours – 30 hours/week	12	0	157	11	200	10	123	2	4	0	496	23	519
Reduced hours – 35 hours/week	1	1	33	3	96	2	70	0	1	3	201	9	210
Reduced hours – other amounts	7	0	19	2	27	1	118	1	0	0	171	4	175
Teleworking	20	7	141	21	298	38	24	2	14	1	497	69	566
Flexible Work Schedules	5	5	59	56	117	88	42	34	2	2	225	185	410
<b>FAMILY-FRIENDLY MEASURES TOTALS</b>	<b>64</b>	<b>15</b>	<b>1423</b>	<b>126</b>	<b>1418</b>	<b>154</b>	<b>486</b>	<b>49</b>	<b>42</b>	<b>6</b>	<b>3433</b>	<b>350</b>	<b>3783</b>



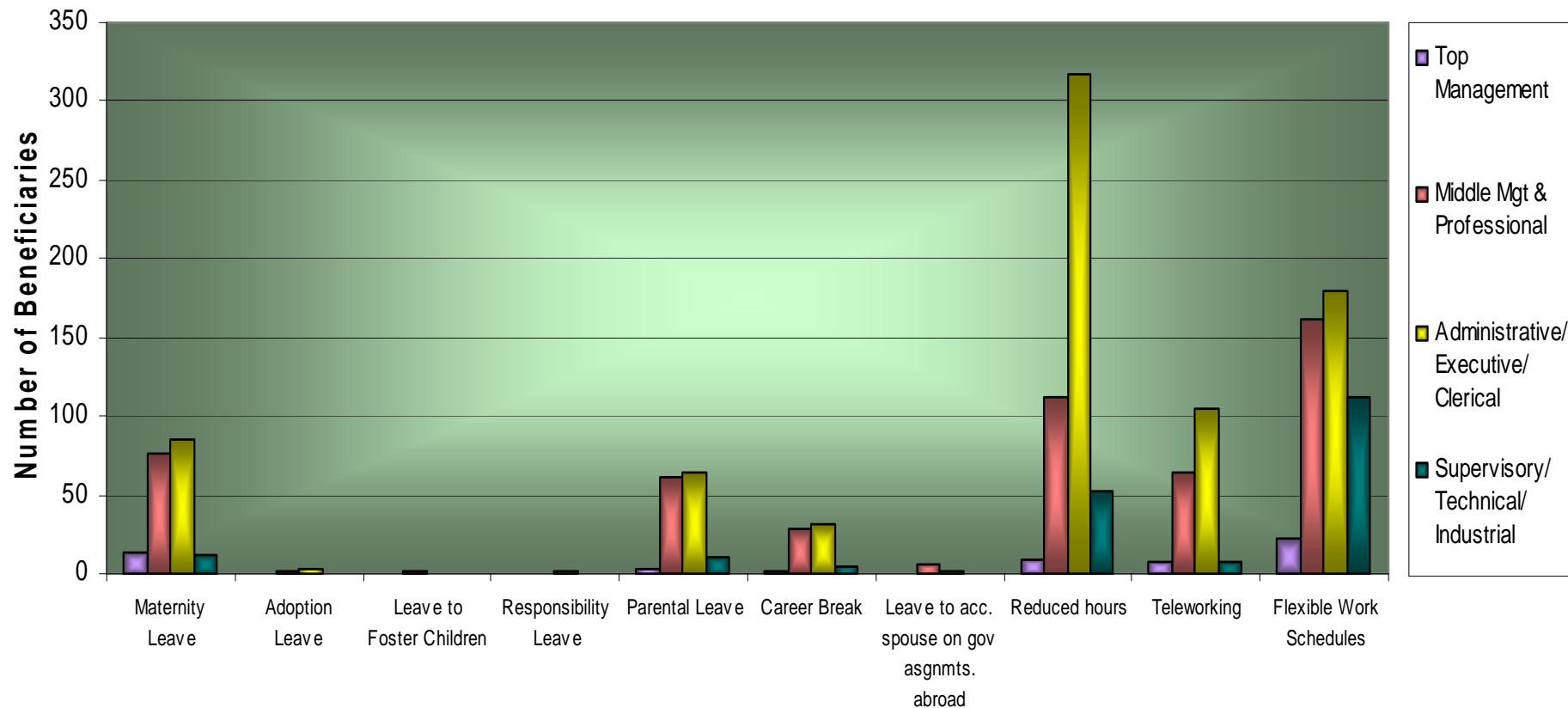
**Appendix 2:**  
**Beneficiaries of Family-Friendly  
Measures in the Public Sector in 2011 –  
By Gender and Employment Category**

## Entities Totals

1st January 2011 - 31st December 2011

	Top Management		Middle Mangt & Professional		Administrative/ Executive/Clerical		Supervisory/ Technical/Industrial		TOTALS		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Grand Total
Maternity Leave	13		76		86		12		187		187
Adoption Leave	0	0	1	1	2	1	0	0	3	2	5
Leave for Fostering	0	0	1	0	0	0	0	0	1	0	1
Responsibility Leave	0	0	0	0	2	0	0	0	2	0	2
Parental Leave	1	2	55	6	62	2	4	6	122	16	138
Career Break	1	0	25	4	30	1	2	2	58	7	65
Leave to accompany spouse on government assignments abroad	0	0	5	1	1	0	0	0	6	1	7
Reduced hours timetable	6	3	105	7	299	18	42	11	452	39	491
Teleworking	7	0	52	13	98	6	7	0	164	19	183
Flexible Work Schedules	11	11	84	78	127	53	29	83	251	225	476
<b>TOTALS</b>	<b>39</b>	<b>16</b>	<b>404</b>	<b>110</b>	<b>707</b>	<b>81</b>	<b>96</b>	<b>102</b>	<b>1246</b>	<b>309</b>	<b>1555</b>

### Beneficiaries of Family-Friendly Measures in the Public Sector in 2011- By Employment Category



Family-Friendly Measures