
Family-Friendly Measures Report 2012

Public Administration HR Office

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Section 1 – Introduction

1.0 Introduction

Government is constantly promoting Family-Friendly Measures across the Public Administration to fulfil both family and work obligations. A number of work-life balance policies have been adopted by the Government to maintain a healthy work environment and to encourage a better quality of life, while enhancing productivity in the workplace.

Family-Friendly Measures are essential for today's working conditions. A family-friendly workplace enhances equality and also makes it easier for employees to manage work-life responsibilities more effectively. Mothers bonding with their newborns, anyone caring for a dependent family member, parents having more time to interact with their children, as well as opportunities to accompany spouses abroad on government assignments, are all measures aimed to support an inclusive society, while taking into consideration the exigencies of the Service.

In line with Government's commitment towards Family-Friendly Measures, Maternity Leave and Adoption Leave have been extended to 16 weeks, with effect from 1 January 2012. Furthermore, Government has signed a new Collective Agreement with the Unions, which fosters motivation and flexibility in the workforce through improved conditions. Recognising the need for such flexibility, the Collective Agreement between the Government and the Unions introduced Flexi-time, and extended Reduced Hours, until the child reaches the age of sixteen (16) years.

The Public Administration encourages employees to maintain a healthy work-life balance, which will assist employees in keeping stress at reasonable levels, lowers absenteeism and increases productivity. Having a family-friendly environment is a win-win situation for both the employer and employees. The Public Administration aims to attract potential employees and retain the knowledge and experience of its employees.

1.1 Purpose of this Study

Government is aware of the importance of strengthening a family-friendly workplace environment to help balancing workplace and workforce needs. In view of this, an evaluation of the utilisation of Family-Friendly Measures is carried out on a yearly basis.

This study gives a quantitative analysis of the utilisation of family-friendly policies currently offered to public employees. It evaluates the total utilisation of Family-Friendly Measures for 2012 and compares take up by gender, and salary scale/category of beneficiaries.

The data of the whole Public Administration has been compiled and compared to previous years, to evaluate trends in the utilisation of Family-Friendly Measures.

Section 2 – Methodology

2.0 Methodology

This report is a statistical analysis of Family-Friendly Measures beneficiaries within the Public Administration during the period 1st January to the 31st December 2012. The collation of data was conducted by the HR Management Systems (HRMS) Directorate within the Public Administration HR Office (PAHRO) with the collaboration of the respective Directors for Corporate Services (DCS) within the line ministries.

Section 3 – Findings

3.0 Findings

Survey findings illustrate statistics regarding the utilisation of Family-Friendly Measures of employees in the Public Service and those in the Public Sector. A detailed statistical analysis can be viewed in the following section and attached appendices.

Section 4 – Data Analysis

4.0 Introduction

The collected data has been grouped according to gender and categorised by salary scale groups in respect of the Public Service, and category of employees in respect of the Public Sector. Section 4 is divided into two parts which focus on both Public Service and Public Sector respectively.

4.1 Public Service

4.1.1 Utilisation of Family-Friendly Measures

Table 1 below illustrates a comparative analysis of Family-Friendly Measures utilisation totals between 2011 and 2012. This table reveals a decrease of 1.22% take-up of Family-Friendly Measures.

Family-Friendly Measures	Utilisation Totals 2011	Utilisation Totals 2012	% Variance of individual FFMs against utilisation in 2011
Maternity Leave	599	558	-6.84
Adoption Leave	9	6	-33.33
Responsibility Leave	43	35	-18.6
Parental Leave	519*	496	-4.43
Career Break	295	225	-23.73
Leave to accompany spouse on government assignments abroad	13	6	-53.85
Reduced hours	1329	1275	-4.06
Teleworking	566	643	+13.60
Flexible Work Schedules	410	493	+20.24
Grand Total	3783	3737	-1.22

Maternity Leave (additional two weeks)	—	353	—
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Table 1: Utilisation of Family-Friendly Measures in 2011 and 2012

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.

As shown in Table 1 statistics show that in 2012, the take-up of Family-Friendly Measures in the Public Service was marginally lower than the previous year (equivalent to a reduction of 1.2%). The most prominent decline was in the Leave to Accompany Spouse on Government Assignments Abroad which registered a decrease of 53.85%. Adoption Leave, Career Break and Responsibility Leave follow suit, registering a decline of 33.33%, 23.73% and 18.6% respectively. Minimal declines have also been recorded in Parental Leave (-4.43%), and Reduced Hours (-4.06%). However, employees who benefited from Flexible Work Schedules and Teleworking increased by 20.24% and 13.6% respectively.

The number of employees who benefited from Teleworking was 414 in 2010, which increased by 36.71% (152 employees) in 2011. Between 2011 and 2012, the utilisation of this measure experienced a further increase of 13.6%, amounting to 643

employees (as shown in Table 1 above). However, this year's increase was less than significant when compared to the increase between 2010 and 2011.

In 2012, the take-up of Flexible Work Schedules has also registered a substantial increase. Statistics for 2010 show that 380 employees availed themselves of Flexible Work Schedules, which increased by 7.89% in 2011 and escalated to 20.24% in 2012, amounting to 493 employees, as shown in Table 1 above.

Maternity Leave registered a decrease of 6.84% compared to 2011. Whilst the provision of the additional two weeks of Maternity Leave, introduced at the beginning of 2012, was a huge step forward to recognise the importance of bonding between mother and baby, yet a considerable percentage of new mothers preferred not to avail themselves of this new benefit. From the total amount of new mothers on Maternity Leave, 63.26% opted to extend their Maternity Leave by the additional two weeks, implying that more than one third of those on Maternity Leave did not avail themselves of the new measure. This may be attributable to the fact that, whereas the first 14 weeks are on full pay, employees who benefit from the additional two weeks Maternity Leave entitlement are entitled to applicable benefits in terms of the Social Security Act.

As regards Reduced Hours, from this analysis, it is noted that, despite the fact that this Family-Friendly Measure still remains the most utilised in the last three years, results between 2011 and 2012 registered a decrease of 4.06%. On the other hand, a steady increase in the utilisation of Flexible Work Schedules and Teleworking has been registered during the 2010–2012 period. One can argue that these two measures, besides providing a work-life balance, do not affect the take-home full pay, and, as a result, there are no financial implications. The most prominent percentage increase between 2011 and 2012 was registered in the take-up of Flexible Work Schedules. This may be attributed to the fact that a significant number of employees prefer less rigid timetables, which can possibly give them enough flexibility to better manage their work-life responsibilities. This analysis will be evaluated further in Table 2 below which statistically illustrates a comparison between genders utilising Family-Friendly Measures in 2012.

Family-Friendly Measures	Females	Males	Totals
Maternity Leave	558	-	558
Adoption Leave	4	2	6
Responsibility Leave	22	13	35
Parental Leave	486*	10	496
Career Break	223	2	225
Leave to accompany spouse on government assignments abroad	4	2	6
Reduced hours	1203	72	1275
Teleworking	564	79	643
Flexible Work Schedules	262	231	493
Grand Total	3326	411	3737

Table 2: Uptake of Family-Friendly Measures by Gender

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.

Consistent with previous years, the female gender is the primary beneficiary of Family-Friendly Measures. Table 2 clearly shows that in 2012, the total female beneficiaries surpass the total male beneficiaries by a conspicuous margin i.e. 89% of the total beneficiaries were females. However, this difference between genders is marginally lower than the 2011 statistics, which indicated a 90.8% take-up by female employees. From a different prospective, male beneficiaries have registered a significant increase of 17.43% over the previous year.

36.17% of female beneficiaries and 17.52% of male beneficiaries availed themselves of Reduced Hours. The percentage of female beneficiaries who chose to work on reduced hour basis during 2012, declined. This represents a 5.42% decline in the take-up of Reduced Hours by females, compared to 2011, and conversely, a significant increase of 26.32% by male beneficiaries.

Teleworking registered a utilisation of 17.21% from the total Family-Friendly Measures utilisation; 15.09% were female beneficiaries and 2.11% were male employees. Furthermore, it can be noted that 16.96% from all female beneficiaries and 19.22% from all male beneficiaries preferred using this measure. Moreover, when

compared to 2011, Teleworking registered an increase of 13.48% and 14.49% in female and male beneficiaries respectively.

Flexible Work Schedules registered a utilisation of 13.19% of the total Family-Friendly Measures beneficiaries. This is equivalent to 7.88% of female beneficiaries, and 56.20% of male beneficiaries. Between 2011 and 2012, take-up of Flexible Work Schedules recorded an increase of 16.44% in female beneficiaries and 24.86% in males.

When considering the trends over the 2010-2012 period, it transpires that Teleworking and Flexible Work Schedules registered a continuous increase in take-up by both male and female employees. It is interesting to note that, as opposed to other Family-Friendly Measures, the difference between female and male beneficiaries of Flexible Work Schedules is very minimal. This may indicate that employees tend to opt for Family-Friendly Measures which do not negatively affect their take-home pay.

It was also noted that in the 2010-2012 period, Reduced Hours registered a continuous increase amongst male beneficiaries. This trend contrasts with that of female beneficiaries who registered an increase in the utilisation of Reduced Hours between 2010 and 2011, followed by a decrease between 2011 and 2012. This change may indicate that the traditional idea of the male being the sole breadwinner of the household is gradually changing.

A breakdown of Family-Friendly Measures availed of by employees in different Scale Categories is summarised in Table 3 below.

Family-Friendly Measure	Scale 1 - 5	Scale 6 - 10	Scale 11 - 15	Scale 16 - 20	Definite Contracts	Totals
Maternity Leave	14	320	209	8	7	558
Adoption Leave	0	5	0	0	1	6
Responsibility Leave	0	18	12	5	0	35
Parental Leave *	6	310	155	22	3	496
Career Break	4	144	68	9	0	225
Leave to accompany spouse on government assignments abroad	2	4	0	0	0	6
Reduced hours	26	422	494	331	2	1275
Teleworking	26	157	381	48	31	643
Flexible Work Schedules	18	146	249	71	9	493
Grand Total	96	1526	1568	494	53	3737

Maternity Leave (additional two weeks)	10	194	136	7	6	353
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Table 3: Utilisation of Family-Friendly Measures by different Scale Categories

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.

Table 3 clearly shows that employees in the Salary Scale 1-5 category are those who least utilise Family-Friendly Measures (when excluding those on Definite Contracts). However, in the past three years, this category has registered a steady increase in the Family-Friendly Measures take-up. The highest percentage (41.96%) in the utilisation of Family-Friendly Measures was registered in the Scale 11-15 category, followed by the Salary Scale 6-10 group (40.83%). Salary Scale 16-20 and Salary Scale 1-5 followed suit, registering 13.22% and 2.57% respectively.

Family-Friendly Measures take-up in Salary Scale group 1-5 recorded an increase of 21.52% when compared to 2011. Parental Leave, Career Break, and Leave to Accompany Spouse on Government Assignments Abroad, and Flexi Work Schedules

registered significant increases. Beneficiaries in this Salary Scale group decreased in respect of Responsibility Leave (1 beneficiary in 2011 and no beneficiaries in 2012), Reduced Hours (-18.75%), and Teleworking (-3.70%). Maternity Leave also registered an increase of 366.67%. A total of 14 beneficiaries availed themselves of Maternity Leave. 71.43% opted to make use of the additional two weeks entitlement.

Beneficiaries in Salary Scale group 6-10 registered a decline of 1.48% compared to 2011. This scale category recorded a decrease in Leave to Accompany Spouse on Government Assignments Abroad (-55.56%), Career Break (-8.86%), Parental Leave (-7.19%), and Teleworking (-3.09%). Moreover, in 2012, a decline of 4.48% of women availed themselves of Maternity Leave. The total number of Maternity Leave beneficiaries was 320, amongst which 60.63% availed themselves from the additional two weeks. On the other hand increases have been recorded in Adoption Leave (400%), followed by Flexible Work Schedules (26.96%), Responsibility Leave (5.88%), and Reduced Hours (1.20%).

A minimal difference in beneficiaries of -0.25% has been registered between 2011 and 2012 in the Salary Scale group 11-15. In 2012, a decrease in Leave to Accompany Spouse on Government (3 beneficiaries in 2011 and no beneficiaries in 2012), and Adoption Leave (7 beneficiaries in 2011 and no beneficiaries in 2012) has been registered, followed by Career Break (-39.82%), Responsibility Leave (-25%), and Parental Leave (-1.90%). Maternity Leave also registered a decrease of 11.06% compared to 2011. A total of 209 new mothers benefited of this measure, amongst which 65.07% availed themselves of the additional two weeks of Maternity Leave. On the other hand an increase of 21.46% and 13.39% has been registered in Flexible Work Schedules and Teleworking respectively.

Salary Scales 16-20 registered a decrease of 7.66% in beneficiaries, compared to previous year. Decreases were registered in Adoption Leave (1 beneficiary in 2011 and no beneficiaries in 2012), followed by Career Break (-57.14%), Responsibility Leave (-44.44%), Reduced Hours (-10.54%), and Flexible Work Schedules (-6.58%). In this scale category a decrease of 42.86% of beneficiaries utilising Maternity Leave has been recorded. A total of 8 new mothers benefitted of this measure, out of which 87.5% opted to avail themselves of the additional two weeks. On the

contrary, Teleworking and Parental Leave registered a rise of 84.62% and 22.22% respectively.

Employees on Definite Contracts registered an increase of 10.42% in beneficiaries, compared to 2011. Statistics show an increase in Adoption Leave (no beneficiaries in 2011 and one beneficiary in 2012), followed by Teleworking (106.67%), and Flexible Work Schedules (125%). Conversely, there were decreases in Career Break (1 beneficiary in 2011 and no beneficiaries in 2012), followed by Reduced Hours (-81.82%), and Parental Leave (-40%). Maternity Leave also registered a decrease of 41.67%. From a total of 7 new mothers, 85.71% availed themselves of the additional two weeks.

Further to the above analysis, Table 3.1 below shows the total amount of Family-Friendly Measures beneficiaries per Salary Scale, compared with total number of actual employees within the same category.

Totals	Scale 1 -5	Scale 6 - 10	Scale 11 – 15	Scale 16 - 20
Total number of FFM beneficiaries	96	1526	1568	494
Total number of employees	929	10673	12068	5428
Percentage total of FFM beneficiaries	10.33%	14.30%	12.99%	9.10%

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

Table 3.1 gives a statistical picture of the employees availing themselves of Family-Friendly Measures in different Salary Scale categories, in relation to the total number of employees in each group. Salary Scales 6-10 registered the highest percentage (14.30%) of beneficiaries, followed by Salary Scales 11-15 (12.99%), Salary Scale 1-5 (10.33%), and Salary Scale 16-20 (9.10%). Salary Scales 1-5 and 11-15, registered an increase of 1.5% and 0.17% respectively when compared to 2011. In contrast, decreases of 1.4 % and 0.91% have been recorded in Salary Scales 6-10 and 16-20 respectively.

4.2 Public Sector

4.2.1 Utilisation of Family-Friendly Measures

A considerable increase of 25.47% of Family-Friendly Measures beneficiaries in Public Sector organisations contrasts with the decline of 1.22% of employees benefiting of such measures in the Public Service when compared to 2011. This is illustrated in Table 4 below.

Family-Friendly Measures	Utilisation Totals 2011	Utilisation Totals 2012	% Variance of individual FFMs against utilisation in 2011
Maternity Leave	187	201	+7.49
Adoption Leave	5	6	+20
Responsibility Leave	2	7	+250
Parental Leave	139*	140	+0.72
Career Break	65	94	+44.62
Leave to accompany spouse on government assignments abroad	7	3	-57.14
Reduced hours	491	532	+8.35
Teleworking	183	286	+56.28
Flexible Work Schedules	476	682	+43.28
Grand Total	1555	1951	+25.47

Maternity Leave (additional two weeks)	—	156	—
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Table 4: Utilisation of Family-Friendly Measures in 2011 and 2012

**Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.*

Table 4 above shows that, Responsibility Leave registered the highest percentage (250%) amongst all measures, followed by Teleworking (56.28%), Career Break (44.62%), Flexible Work Schedules (43.28%), Adoption Leave (20.00%), and Reduced Hours (8.35%). Maternity Leave also registered an increase by 7.49% in 2012. During

this period, 77.61% of beneficiaries on Maternity Leave have availed themselves of the extended Maternity Leave entitlement of an additional two weeks. There was also a marginal increase in the utilisation of Parental Leave by 0.72%. On the other hand, the only reduction in beneficiaries was recorded in the utilisation of Leave to Accompany Spouse on Government Assignments Abroad, which decreased by 57.14% in 2012.

Further in-depth analysis shows that Teleworking and Adoption Leave registered a continuous increase during the 2010-2012 period. In 2010, 134 employees benefited from Teleworking, increasing to 183 employees in 2011, and continued to increase to 286 in 2012; a significant increase of 56.28%.

In the same period, Adoption Leave also saw a continuous rise in its utilisation, with an increase of 25% in 2011, and a further 20% increase in 2012.

Table 5 below illustrates totals of Family-Friendly Measures beneficiaries in the Public Sector by gender.

Family-Friendly Measures	Females	Males	Totals
Maternity Leave	201	-	201
Adoption Leave	3	3	6
Responsibility Leave	7	0	7
Parental Leave	132*	8	140
Career Break	91	3	94
Leave to accompany spouse on government assignments abroad	3	0	3
Reduced hours	496	36	532
Teleworking	251	35	286
Flexible Work Schedules	360	322	682
Grand Total	1544	407	1951

Table 5: Uptake of Family-Friendly Measures by Males and Females

**Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.*

Table 5 above indicates that the females are the primary beneficiaries of Family-friendly Measures even in the Public Sector. Between 2011 and 2012, the percentage of female employees benefiting from Family-Friendly Measures increased by 23.92%, equivalent to 298 more women. During the same period, a 31.72% increase (equivalent to 98 beneficiaries) was registered in male employees.

Female beneficiaries registered increases in Responsibility Leave (250%), followed by Career Break (56.90%), Teleworking (53.05%), Flexible Work Schedules (43.43%), and Reduced Hours (9.73%) compared to 2011. Maternity Leave also registered an increase of 7.49%, amounting to 201 women, out of whom 77.61% opted to utilise the additional two weeks Maternity Leave. Furthermore, an increase of 8.20% of beneficiaries availed themselves of Parental Leave. On the other hand, the female gender registered a decrease in Leave to Accompany Spouse on Government Assignments Abroad (50%). In 2012, the number of female employees benefiting from Adoption Leave remained on the 2011 level, i.e. 3 beneficiaries.

In Teleworking, male beneficiaries registered an increase (84.21%), followed by Adoption Leave (50%), and Flexible Work Schedules (43.11%). On the other hand, a decrease in utilisation was recorded in Leave to Accompany Spouse on Government Assignments Abroad (-100%), Career Break (-57.14%), Parental Leave (-50%), and Reduced Hours (-7.69%). As in 2011, no male employees made use of Responsibility Leave.

Table 5 above, clearly shows that in 2012, the most three preferred measures utilised by both female and male beneficiaries in the Public Sector, were Flexible Work Schedules, Reduced Hours, and Teleworking respectively. Table 6 below compares the utilisation of Family-friendly Measures availed of by different employment categories.

Family-Friendly Measure	Top Management	Middle Mgt & Professional	Administrative Executive/ Clerical	Supervisory/ Technical/ Industrial	Totals
Maternity Leave	9	82	88	22	201
Adoption Leave	0	3	3	0	6
Responsibility Leave	0	2	5	0	7
Parental Leave *	0	53	68	19	140
Career Break	0	30	57	7	94
Leave to accompany spouse on government assignments abroad	0	2	1	0	3
Reduced hours	8	144	318	62	532
Teleworking	17	109	136	24	286
Flexible Work Schedules	55	268	221	138	682
Grand Total	89	693	897	272	1951

Maternity Leave (additional two weeks)	1	63	71	21	156
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Table 6: Utilisation of Family-Friendly Measures by different Employment Categories

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.

Table 6 demonstrates that the highest percentage in the utilisation of Family-Friendly Measures during 2012 was registered in the Administrative Executive/Clerical Category (45.98 %). This was followed by the Middle Management and Professional Category (35.52%), and the Supervisory/Technical/Industrial Category (13.94%). Although the Top Management Category registered a rather low percentage (4.56%), compared to the other three categories, it is noted that this category registered the highest percentage increase (61.82%) amongst all categories, when compared to 2011.

Teleworking and Flexible Work Schedules registered an increase in all four employment categories within the Public Sector. In the Top Management Category,

a considerable increase of 150% in Flexible Work Schedules and an increase of 142.86% in Teleworking were registered, when compared to 2011. Middle Management and Professional Category registered an increase of 67.69% in Teleworking and 65.43% in Flexible Work Schedules, whilst an increase of 30.77% in Teleworking and 22.78% in Flexible Work Schedules has been recorded in the Administrative/Executive/Clerical Category. The Supervisory/Technical/Industrial Category registered an increase of 242.86% in Teleworking and 23.21% in Flexible Work Schedules.

Between 2011 and 2012, a rise in the uptake of Reduced Hours was also registered in the Middle Management and Professional (28.57%), Supervisory/Technical/ Industrial (16.98%) and Administrative/Executive/Clerical (0.32%) categories respectively. On the other hand, a decline of 11.11% was noted in the utilisation of Reduced Hours amongst employees in Top Management positions. A similar situation has been recorded in the utilisation of Maternity Leave where a drop of 30.77% in Top Management Category was registered, while there were increases in the remaining three categories, namely, 83.33% in the Supervisory/Technical/ Industrial Category, 7.89% in the Middle Management and Professional Category, and 2.33% in the Administrative/Executive/Clerical Category. Nearly all beneficiaries of Maternity Leave (95.45%) within the Supervisory/Technical/Industrial Category availed themselves of the additional two weeks of Maternity Leave, followed by 80.68% of women in the Administrative/Executive/Clerical Category and 76.83% in the Middle Management and Professional Category. On the other hand, a very low percentage (11.11%) of employees in the Top Management Category opted to avail themselves of this new provision.

When compared to 2011, the Supervisory/Technical/Industrial Category and the Administrative/Executive/Clerical Category recorded increases of 90% and 6.25% respectively in the utilisation of Parental Leave. On the other hand, a decrease of 13.11% was recorded in the Middle Management and Professional Category. No employees availed themselves of this measure in the Top Management Category.

Career Break registered an increase in its utilisation by the Administrative/Executive/Clerical Category (83.87%), followed by the Supervisory/Technical/

Industrial Category (75%), and the Middle Management and Professional Category (3.45%), when compared to 2011. On the other hand, no employee in the Top Management Category utilised this measure in 2012, when compared to only one beneficiary in 2011.

In 2012, a rise in the uptake of Responsibility Leave has also been recorded in the Middle Management and Professional (100%), and Administrative/Executive/Clerical (150%) categories. Leave to Accompany Spouse on Government Assignments Abroad registered a decrease of 66.67% in the Middle Management and Professional Category. A constant result, as in 2011, of only one employee making use of this measure was registered in the Administrative/Executive/Clerical Category. In the Middle Management and Professional Category, Adoption Leave has registered an increase of 50%. The same number of beneficiaries (3), as in 2011, has been recorded in the Administrative/Executive/Clerical Category. On the other hand, it is noted that the Top Management and the Supervisory/Technical/Industrial Categories, did not register any uptake in Responsibility Leave, Leave to Accompany Spouse on Government Assignments Abroad, and Adoption Leave. This trend replicates the 2011 statistics, where no employees were recorded to have utilised these Family-friendly Measures in the Public Sector.

Conclusion

This report shows that employees in the Public Administration are inclined to those measures which impact less negatively on the take-home pay, namely, Reduced Hours, Flexible Work Schedules, and Teleworking. Both female and male beneficiaries, in the Public Administration, recorded rises in the utilisation of Teleworking and Flexible Work Schedules, when compared to 2011. It is to be noted that, although Reduced Hours registered the highest percentage utilisation (34.12%) of beneficiaries in the Public Service, the female gender registered a decrease, by 69 employees, in such measure, when compared to 2011, whereas a decrease of 3 male beneficiaries was registered in the Public Sector.

Section 5 – Recommendations and Way Forward

5.0 Recommendations and Way Forward

PAHRO has always given priority to address work-family needs and to encourage a family-friendly work environment within the Public Administration. In this view, it constantly aims to facilitate the implementation of Family-Friendly Measures. In its efforts to increase awareness of Public Administration HR policies, as well as, ensure their correct implementation, the following way forward is being recommended:

1. Conducting an HR Compliance and Service Quality Audit

Through ongoing collaboration with line Ministries and Departments, the strengths, weaknesses, opportunities and threats of the current FFM may be evaluated. This will assist PAHRO, as the central HR Management hub, to be in a better position to identify areas for possible improvement or fine-tuning, in context of the overarching Public Administration HR strategy.

2. Having a 360 degree feedback

In order to ensure that current policies are effective, major stakeholders need to be included in the consultative process. A 360 degree feedback implies constantly working in close collaboration with line Ministries, as well as, with the public employees themselves. In light of this strategy, Focus Groups will be organised, with the aim of getting an in-depth insight of the employees' perspective of the strengths of these practices, as well as, areas of concern that require attention.

3. Understanding Social Responsibility

It is also being recommended that PAHRO keeps track of FFM that are being implemented across EU countries with a view to benchmarking PAHRO's HR strategy in this area. In the spirit of Social Responsibility, priority should be given to the implementation and the management of any further FFM, such as Flexi-Time, across the board. Managing FFM effectively will assist in a better balance of work-life commitments, resulting in a positive impact on the Maltese society.

Section 6 – Conclusion

6.0 Conclusion

The Public Administration HR Office (PAHRO) has always been at the forefront in promoting best practices to sustain a healthy work-life balance. Implementing Family-Friendly policies yields benefits for both the employer and employees within the Public Administration. It is a win-win approach where employees can better manage their careers and family responsibilities without excessive unnecessary pressure, while the Government benefits from a healthier work environment, increased motivation and productivity. In this light, it is essential that each line Ministry and Department understands the importance of Family-Friendly Measures and chooses those best practices that are closely integrated with its strategic human resource planning. This planning is essential to ensure that the needs of both individual Ministries and employees are met, as this will improve the overall service given to our clients.

APPENDIX 1:

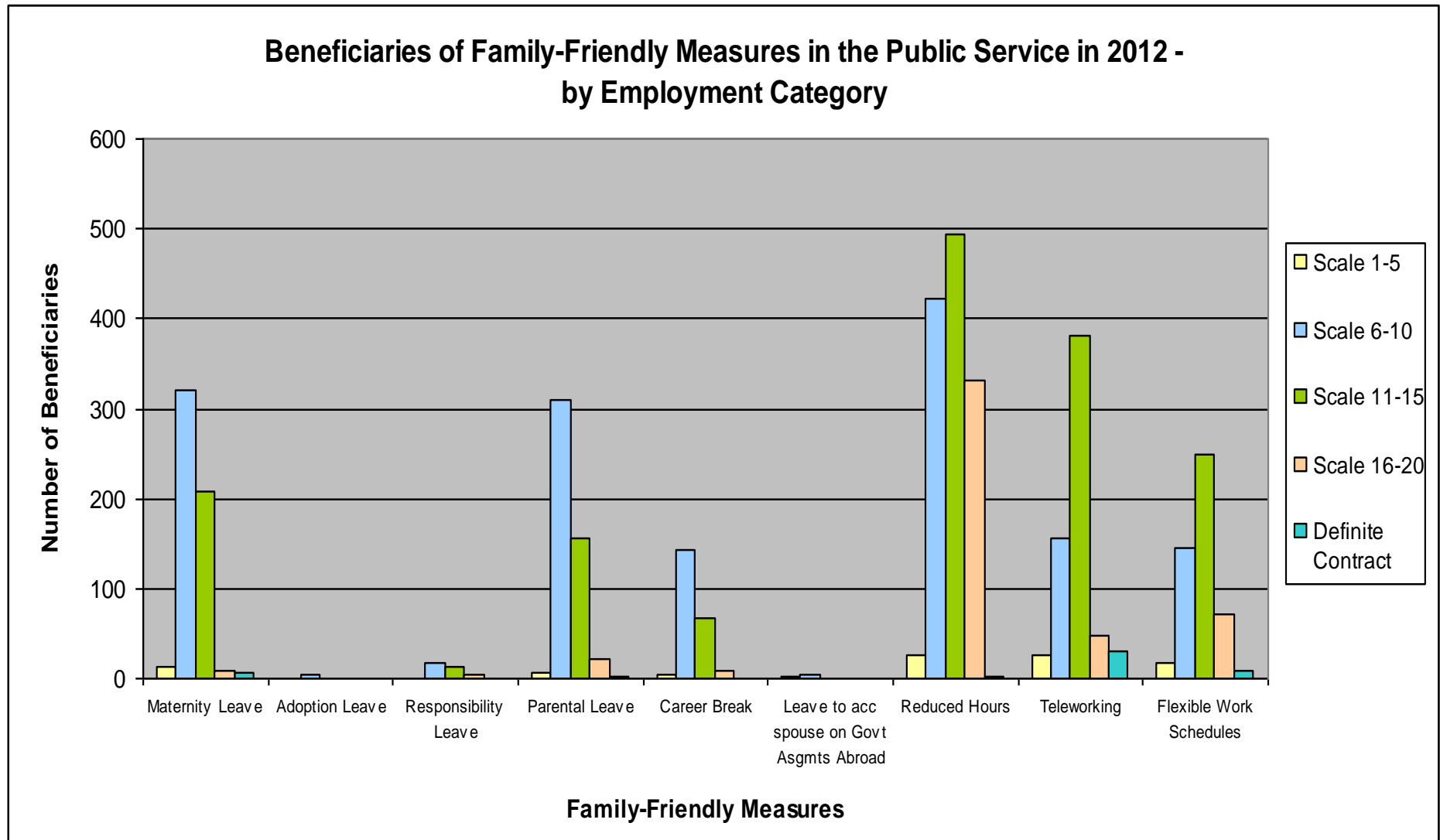
Beneficiaries of Family-Friendly Measures
in the Public Service in 2012 –
By Gender and Employment Category

Public Service Totals

1st January 2012 - 31st December 2012

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 (first 14 weeks)	14		320		209		8		7		558		558
Maternity Leave (additional 2 weeks)	10		194		136		7		6		353		353
Adoption Leave (PSMC 5.2.1)	0	0	3	2	0	0	0	0	1	0	4	2	6
Responsibility Leave (PSMC 5.3.5)	0	0	13	5	7	5	2	3	0	0	22	13	35
Parental Leave (PSMC 5.3.4) *	6	0	305	5	152	3	20	2	3	0	486	10	496
Career Break (PSMC 5.3.4)	4	0	142	2	68	0	9	0	0	0	223	2	225
Leave to accompany spouse on Government sponsored courses or assignments (PSMC 5.3.2)	0	2	4	0	0	0	0	0	0	0	4	2	6
Reduced hours – 20 hours/week	6	2	138	9	104	7	27	3	0	0	275	21	296
Reduced hours – 25 hours/week	1	0	38	4	57	1	18	0	2	0	116	5	121
Reduced hours – 30 hours/week	9	3	132	21	171	8	96	1	0	0	408	33	441
Reduced hours – 35 hours/week	1	4	37	3	115	4	69	0	0	0	222	11	233
Reduced hours – other amounts	0	0	38	2	27	0	117	0	0	0	182	2	184
Teleworking	21	5	129	28	338	43	47	1	29	2	564	79	643
Flexible Work Schedules	5	13	79	67	142	107	35	36	1	8	262	231	493
FAMILY-FRIENDLY MEASURES TOTALS	77	29	1572	148	1526	178	455	46	49	10	3679	411	4090

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.



APPENDIX 2:

Beneficiaries of Family-Friendly Measures
in the Public Sector in 2012 –
By Gender and Employment Category

Public Sector Totals**1st January 2012 - 31st December 2012**

FAMILY-FRIENDLY MEASURES	Top Management		Middle Mangt & Professional		Administrative/ Executive/Clerical		Supervisory/ Technical/Industrial		Totals		Grand Total
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	
Maternity Leave (first 14 weeks)	9		82		88		22		201		201
Maternity Leave (Additional 2 weeks)	1		63		71		21		156		156
Adoption Leave	0	0	1	2	2	1	0	0	3	3	6
Responsibility Leave	0	0	2	0	5	0	0	0	7	0	7
Parental Leave *	0	0	52	1	65	3	15	4	132	8	140
Career Break	0	0	29	1	55	2	7	0	91	3	94
Leave to accompany spouse on Government sponsored courses or assignments	0	0	2	0	1	0	0	0	3	0	3
Reduced hrs timetable	6	2	136	8	304	14	50	12	496	36	532
Teleworking	14	3	94	15	129	7	14	10	251	35	286
Flexible Work Schedules	26	29	157	111	147	74	30	108	360	322	682
FAMILY-FRIENDLY MEASURES TOTALS	56	34	618	138	867	101	159	134	1700	407	2107

*Parental Leave also includes Leave to Foster Children. PSMC Update dated 22nd September 2011 refers.

