

Public Administration HR Office

Family-Friendly Measures Report 2013

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Section 1 – Introduction

1. Introduction

Family-friendly measures are increasingly gaining momentum; and these measures are creating continued interest among policy makers, researchers and employees alike, in view that there is a growing recognition of the need to provide the opportunities for employees to balance their work and life commitments. Family-friendly measures are widely being promoted as essential in today's workplace, being positively linked to a variety of individual, family and organisational outcomes. Family-friendly measures enable individuals to better manage their work-life balance. On the other hand, by investing in Family-Friendly Measures, employers gain a return on investment in view that they attract best talent and retain valuable employees; increase employee commitment and loyalty, thereby absenteeism is reduced, resulting in an increase in performance and productivity.

The Maltese Government has always been at the forefront in their implementation and is continuously striving to improve these measures with a view to have a healthy work environment. During 2013, an HR Compliance and Service Quality Audit has been carried out, focusing mainly on three Family-Friendly Measures: Telework, Reduced Hours and Flexi-Time. The aim of this exercise which included the feedback from both management's and beneficiaries' perspectives, was to better understand how these measures are being implemented and whether their implementation is increasing the quality of life of beneficiaries. During these audits, beneficiaries expressed that these measures are "not an enjoyment" but rather they are necessary to achieve a better work-life balance so as to keep stress at acceptable levels. Nevertheless, beneficiaries expressed their familiarity with the down side of these measures, including instances of lack of support and a hostile work environment. However, the majority of beneficiaries (87.3%) averred that their motivation has increased since they started utilising these measures and 92.9% declared that their quality of life has improved.

Furthermore, the yearly Family-Friendly Measures report is a tool for stakeholders to evaluate the current situation in their utilisation. In this regard, a comparative analysis of their utilisation between the current and the previous year; the most preferred measure by each gender; and the utilisation of these measures by the employees in the different salary scale categories, within the Public Administration was analysed. This analysis assists management to adequately plan work schedules, outputs and outcomes.

Family-Friendly Measures provide a valuable tool for individual beneficiaries to manage their work-life balance and, when properly implemented by line managers, Family-Friendly Measures boost organisational outcomes, making it a win-win solution for beneficiaries, non-beneficiaries and management alike.

1.1 The Purpose of this Study

This report's main aim is to give details regarding the uptake of Family-Friendly Measures which are presently being offered within the Public Administration. It will analyse the utilisation of these measures, within the Public Service as well as the Public Sector by (i) identifying their utilisation between 2012 and 2013; (ii) understanding the preference by gender; and (iii) exploring the utilisation by Salary Scale/Category of employees.

By analysing this data, one can better understand the current trends in the utilisation of Family-Friendly Measures, with a view to identify whether the current policies match the current individual needs, and investigate possible ways to improve the present system.

Section 2 Methodology

2. Methodology

This report is a statistical analysis of the Family-Friendly Measures beneficiaries within the Public Administration during the period 1st January to the 31st December 2013. The HR Management Systems (HRMS) Directorate within the Public Administration HR Office (PAHRO) collated the necessary data, with the collaboration of the respective Directors for Corporate Services (DCS) within the line ministries.

Section 3 – Findings

3. Findings

The statistics analysed in this survey illustrate the utilisation of Family-Friendly Measures by employees within the Maltese Public Administration. Appendices 1 and 2 present tabular, as well as graphical data regarding the utilisation of Family-Friendly Measures in the Public Administration.

Section 4 – Data Analysis

4. Public Service

4.1 Utilisation of Family-Friendly Measures

Table 1 below depicts the difference in the utilisation of Family-Friendly Measures in the Public Service between 2012 and 2013. As clearly shown in Table 1, in 2013 the number of employees benefiting from Family-Friendly Measures registered an overall increase of 2.84%, when compared to 2012.

However, when taking also into consideration the additional two (2) weeks Maternity Leave (as from January 2012) and the further two (2) weeks (i.e. a total of four weeks), which came into effect by virtue of Legal Notice 503 of 2011, the total uptake of Family-Friendly Measures has registered no changes between 2012 and 2013.

Table 1: Utilisation of Family-Friendly Measures in 2012 and 2013

Family-Friendly Measures	Utilisation Totals 2012	Utilisation Totals 2013	% Variance of individual FFMs against utilisation in 2012
Maternity Leave	558	443	-20.61%
Adoption Leave	6	8	+33.33%
Responsibility Leave	35	33	-5.71%
Parental Leave	496	377	-23.99%
Career Break	225	281	+24.89%
Leave to accompany spouse on government assignments abroad	6	3	-50%
Reduced hours	1275	998	-21.73%
Teleworking	643	805	+25.19%
Flexible Work Schedules	493	895	+81.54%
Grand Total	3737	3843	+2.84%

Maternity Leave (additional two weeks)	353	—	—
Maternity Leave (additional four weeks)	—	247*	—

*Additional four weeks with effect from January 2013

Flexible Work Schedules registered a remarkable increase of 81.54%, followed by Adoption Leave (33.33%), Teleworking (25.19%) and Career Break (24.89%). On the other hand, a decrease of 50% has been recorded in Leave to Accompany Spouse on Government Assignments Abroad. In 2013, for the second consecutive year, Maternity Leave, Parental Leave, and Reduced Hours registered a significant decrease in the number of employees opting to make use of these Family-Friendly Measures. In 2012, these three measures registered a decline of 6.84%, 4.43% and 4.06% respectively when compared to 2011. In 2013 the utilisation of these measures has further decreased by 20.61%, 23.99% and 21.73% respectively.

As from January 2013, female employees on Maternity Leave could opt to avail themselves of an additional four weeks maternity leave to bond with their newborns.

From a total of 443 mothers on Maternity Leave, 55.76% availed themselves of this option.

This analysis shows that even though Reduced Hours still remains the most popular Family-Friendly Measure, a decrease in its utilisation has been annually registered in the last three years. Between 2011 and 2012, this measure registered a decrease of 4.06%, followed by a significant reduction between 2012 and 2013, where its utilisation registered a further decline of 21.73%. Conversely, Flexible Work Schedules experienced a continuous increase in the number of its beneficiaries. In 2012, this measure registered an increase of 20.24% when compared to 2011, which has significantly risen in 2013 (81.54%). Similarly, between 2011 and 2013, Teleworking has also registered a substantial increase in the total number of beneficiaries, showing a 13.6% increase between 2011 and 2012, and a further increase of 25.19% between 2012 and 2013.

4.1.1 Family-Friendly Measures Utilisation by Gender

The following table illustrates a gender disaggregated statistics of the Family-Friendly Measures utilised by the total female employees compared to the total male employees within the Public Service.

Table 2: Utilisation of Family-Friendly Measures by Gender

Family-Friendly Measures	Females	Males	Totals
Maternity Leave	443	–	443
Adoption Leave	7	1	8
Responsibility Leave	22	11	33
Parental Leave	371	6	377
Career Break	272	9	281
Leave to accompany spouse on government assignments abroad	2	1	3
Reduced hours	944	54	998
Teleworking	706	99	805
Flexible Work Schedules	579	316	895
Grand Total	3346	497	3843

As shown in Table 2 above, female employees account for 87.07% of all beneficiaries. As in preceding years, it is clear that the female gender continues to dominate over the male gender (12.93%) in the utilisation of Family-Friendly Measures. However, the gap is gradually narrowing down as more male employees are availing themselves of these measures. A 21% increase in Family-Friendly Measures utilisation by male employees was registered between 2012 and 2013.

Reduced Hours, Teleworking and Flexible Work Schedules are the main measures preferred by female beneficiaries. Reduced Hours registered the highest percentage (28.21%) of the total female beneficiaries. However, when compared to 2012, it shows that less beneficiaries (-21.53%) opted for this measure. On the other hand, in 2013, 21.10% of the female beneficiaries made use of Teleworking. When compared to 2012, an increase of 25.18% in the utilisation of this measure was registered. In 2013, female beneficiaries utilising Flexible Work Schedules registered 17.30% from the overall total of female beneficiaries, resulting in an outstanding increase when compared with the previous year. Female beneficiaries of this measure increased by more than twice the year 2012; i.e. 262 beneficiaries in 2012 and 579 beneficiaries in 2013.

Table 2 above also shows that the male gender has the same preferences as the female gender when it comes to the utilisation of Family-Friendly Measures, especially with regard to Flexible Work Schedules, Teleworking and Reduced Hours. It is clear that the most popular measure amongst men is the Flexible Work Schedules (63.58%), which increased by 36.80% when compared to 2012. Teleworking follows suit with 19.92% of the male gender benefiting from this measure, resulting in an increase of 25.32% when compared to 2012. Conversely, Reduced Hours recorded a decrease in utilisation when compared to 2012. In 2013, a percentage of 10.87% of male beneficiaries opted for this measure, which utilisation decreased by 25% when compared to 2012.

It is to be noted that in the last three years, Reduced Hours has constantly registered a decline by both genders. This may be attributed to the fact that although it may suit the employee to reduce work hours to better manage work-life commitments, s/he may be experiencing financial repercussions. In this regard, employees may be

attracted to other measures which do not adversely affect their remuneration package.

4.1.2 Family-Friendly Measures Utilisation by Categories

Table 3 below illustrates the uptake of Family-Friendly Measures by employees in different Salary Scale categories.

Table 3: Utilisation of Family-Friendly Measures by different Scale Categories

Family-Friendly Measure	Scale 1 - 5	Scale 6 - 10	Scale 11 - 15	Scale 16 - 20	Definite Contracts	Totals
Maternity Leave	6	243	171	19	4	443
Adoption Leave	2	5	1	0	0	8
Responsibility Leave	0	10	19	4	0	33
Parental Leave *	1	237	129	9	1	377
Career Break	1	178	96	6	0	281
Leave to accompany spouse on government assignments abroad	0	3	0	0	0	3
Reduced hours	25	220	458	291	4	998
Teleworking	42	262	436	54	11	805
Flexible Work Schedules	34	230	363	258	10	895
Grand Total	111	1388	1673	641	30	3843

Maternity Leave* (additional four weeks)	1	126	102	15	3	247
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**Additional four weeks with effect from January 2013*

Table 3 shows that the Scale 11-15 category registered the highest percentage (43.53%) of total beneficiaries, followed by the Scale 6-10 category (36.12%) and the Scale 16-20 category (16.68%).

This analysis shows that total beneficiaries in Salary Scales 16-20 registered an increase of 29.76% when compared to 2012. Salary Scales 1-5 and Salary Scales 11-15 followed suit with increases of 15.63% and 6.70% respectively. On the other hand,

beneficiaries in the Definite Contracts category, and those in Salary Scales 6-10 registered decreases of 43.4% and 9.04% respectively.

Although Reduced Hours registered the highest percentage (25.97%) in its utilisation when compared to the other Family-Friendly Measures, nevertheless, when compared to 2012, its utilisation recorded a decrease in all Salary Scale categories (excluding those in the Definite Contract category, which doubled in the number of beneficiaries).

Beneficiaries of Flexible Work Schedules amounted to 23.29% of the total number of Family-Friendly Measures beneficiaries. It is also noted that Flexible Work Schedules is the only measure which attracted more employees than the year 2012 in all five Salary Scale categories. The increase in each Salary Scale is ranked as follows: Salary Scale 16-20 category (+263.38%), Salary Scale 1-5 category (+88.89%), Salary Scale 6-10 category (+57.53%), Salary Scale 11-15 category (+45.78%), and Definite Contracts category (+11.11%).

In 2013, Teleworking recorded 20.95% of total beneficiaries. This measure registered the highest percentage increase amongst employees in Salary Scale 6-10 category (+66.88%) when compared to 2012. Employees in Salary Scale 1-5, Salary Scale 11-15 and Salary Scale 16-20 categories followed suit with an increase of 61.54%, 14.44% and 12.5% respectively. Nevertheless, statistics show a significant reduction (-64.52%) in the utilisation of this measure amongst employees on a Definite Contract.

Beneficiaries who utilised Maternity Leave in 2013 amounted to 11.53%, a decrease of 20.61% when compared to 2012. The main reductions were in Salary Scale 1-5 category (-57.14%), Salary Scale 6-10 category (-24.06%), Salary Scale 11-15 category (-18.18%), and Definite Contracts category (-42.86%). However, an increase of 137.5% was registered in Salary Scale 16-20 category.

From the 443 mothers who availed themselves of Maternity Leave, 55.76% availed themselves of the additional four weeks. At a first glance one can see that the majority of employees who utilised the extra four weeks Maternity Leave were those in Salary Scales 6-10, followed by those in Salary Scales 11-15. However, when delving deeper, one can notice that from the total beneficiaries of Maternity Leave

in each category, the highest percentage in the utilisation of four weeks Maternity Leave was amongst employees in Salary Scales 16-20 (78.95%), followed by employees on a Definite Contract (75%), Salary Scales 11-15 (59.65%), Salary Scales 6-10 (51.85%), and Salary Scales 1-5 (16.67%). This analysis may portray that employees in the higher rankings may feel discouraged to utilise the extra four weeks Maternity Leave in view that their work exigencies conflict with their family commitments.

Beneficiaries who availed themselves of Parental Leave totalled to 9.81%. From these statistics it is noted that this measure suffered a decrease in all Salary Scale categories mainly in the Salary Scale 1-5 category (-83.33%) followed by the Definite Contracts Category (-66.67%), Salary Scale 16-20 category (59.09%), Salary Scale 6-10 category (-23.55%), and Salary Scale 11-15 category (-16.77%).

Career Break recorded a utilisation of 7.31% from all Family-Friendly Measures beneficiaries. An increase in its utilisation was registered amongst employees pegged in Salary Scales 11-15 (+41.18%) and in Salary Scales 6-10 (+23.61%). This measure recorded a decrease in utilisation amongst employees in Salary Scale 1-5 category (-75%) and in Salary Scale 16-20 category (-33.33%).

Table 3.1 below demonstrates the total number of employees in different Salary Scale categories in comparison with the total number of beneficiaries of Family-Friendly Measures within the same category.

Table 3.1: Percentage total of beneficiaries of Family-friendly Measures in relation to the total number of employees in different Salary Scale categories

Totals	Scale 1 -5	Scale 6 - 10	Scale 11 – 15	Scale 16 - 20
Total number of FFM beneficiaries	111	1388	1673	641
Total number of employees	1212	10386	11975	4237
Percentage total of FFM beneficiaries	9.16%	13.36%	13.97%	15.13%

Table 3.1 indicates that Salary Scales 16-20 registered the highest percentage (15.13%) in utilisation of Family-Friendly Measures. Salary Scales 11-15 and Salary Scales 6-10 follow suit with a minimal difference between them, i.e. 13.97% and

13.36% respectively. Salary Scales 1-5 registered a utilisation of 9.16%; a relatively low percentage when compared to other Salary Scale groups.

4.2 Public Sector

4.2.1 Utilisation of Family-Friendly Measures

Table 4 below portrays the utilisation of Family-Friendly Measures for the years 2012 and 2013 within the Public Sector. The total number of Family-Friendly Measures beneficiaries recorded an increase of 15.84% when compared to 2012.

Table 4: Utilisation of Family-Friendly Measures in 2012 and 2013

Family-Friendly Measures	Utilisation Totals 2012	Utilisation Totals 2013	% Variance of individual FFMs against utilisation in 2012
Maternity Leave	201	259	+28.86
Adoption Leave	6	4	-33.33
Responsibility Leave	7	2	-71.43
Parental Leave	140	122	-12.86
Career Break	94	94	0
Leave to accompany spouse on government assignments abroad	3	4	+33.33
Reduced hours	532	634	+19.17
Teleworking	286	324	+13.29
Flexible Work Schedules	682	817	+19.79
Grand Total	1951	2260	+15.84

Maternity Leave (additional two weeks)	156	—	—
Maternity Leave (additional four weeks)	—	182*	—

*Additional four weeks with effect from January 2013

In 2013, Leave to Accompany Spouse on Government Assignments Abroad registered the highest percentage (33.33%) in utilisation, followed by Maternity Leave (28.86%). It can be noted that 70.27% of the Maternity Leave beneficiaries opted to utilise the additional four weeks. The total number of mothers utilising the

additional four weeks Maternity Leave was 182 in 2013; a higher total of beneficiaries when compared to 2012, where the total number of new mothers utilising the additional two weeks Maternity Leave was 156. Flexible Work Schedules, Reduced Hours, and Teleworking registered increases of 19.79%, 19.17% and 13.29% respectively when compared to 2012. The above table shows that these three measures are the most preferred by the employees. Number of beneficiaries utilising Career Break remained constant. Unlike the previous year, Responsibility Leave registered a significant decrease of 71.43%, whilst Adoption Leave and Parental Leave recorded decreases of 33.33% and 12.86% respectively.

4.2.2 Family-Friendly Measures Utilisation by Gender

Table 5 below illustrates the utilisation of Family-Friendly Measures by gender.

Table 5: Uptake of Family-Friendly Measures by gender

Family-Friendly Measures	Females	Males	Totals
Maternity Leave	259	—	259
Adoption Leave	1	3	4
Responsibility Leave	2	0	2
Parental Leave	114	8	122
Career Break	89	5	94
Leave to accompany spouse on government assignments abroad	3	1	4
Reduced hours	594	40	634
Teleworking	297	27	324
Flexible Work Schedules	392	425	817
Grand Total	1751	509	2260

Female and male beneficiaries registered increases in utilisation of Family-Friendly Measures by 13.41% and 25.06% respectively, when compared to 2012. As in the Public Service, Table 5 shows clearly that in the utilisation of Family-Friendly Measures, women dominate over men even within the Public Sector. In fact the female gender registered a percentage of 77.48% whilst the male gender registered 22.52% of the total employees benefiting from Family-Friendly Measures. However, when comparing utilisation of Family-Friendly Measures by gender, it is to be noted that

between 2012 and 2013, the increase in utilisation by male beneficiaries superseded that of the female beneficiaries by 11.65%.

The three measures which are mostly utilised by both genders are Reduced Hours, Teleworking and Flexible Work Schedules. Reduced Hours is the most favourite measure by female employees registering a percentage of 33.92 of the total female beneficiaries. Male employees are mostly inclined towards Flexible Work Schedules, registering 83.50% of the total male beneficiaries. The subsequent preferred Family-Friendly Measures amongst the female gender are Flexible Work Schedules (22.39%) and Teleworking (16.96%). On the other hand, the next popular measures availed of by the male gender are Reduced Hours (7.86%) and Teleworking (5.30%).

The number of female employees utilising Leave to Accompany Spouse on Government Assignments Abroad remained constant (3 beneficiaries) between 2012 and 2013 time period. However, the female gender registered a decrease in Responsibility Leave (-71.43%), Adoption Leave (-66.67%), Parental Leave (-13.64%) and Career Break (-2.20%).

Between 2012 and 2013, the male gender experienced consistency in the number of beneficiaries of Adoption Leave (3 beneficiaries) and Parental Leave (8 beneficiaries). Male employees within the Public Sector have not availed themselves of Responsibility Leave during this period. Nevertheless, in 2013, Career Break recorded an increase of 66.67% amongst the male beneficiaries, when compared to 2012. One employee has also benefited from Leave to Accompany Spouse on Government Assignments Abroad.

Table 5 above shows that similar to the Public Service the most preferred measures for both genders are Flexible Work Schedules, Reduced Hours and Teleworking. Between 2012 and 2013, the utilisation of these three measures has registered increases by both genders in the Public Sector (an increase in the uptake of Reduced Hours was also recorded, which measure registered a decline in its utilisation by Public Officers). It also shows that utilisation of unpaid Family-Friendly Measures has either remained constant or even decreased. Table 6 below gives a

statistical analysis of the utilisation of Family-Friendly Measures by different employment categories in the Public Sector.

4.2.3 Family-Friendly Measures Utilisation by Categories

Table 6: Utilisation of Family-Friendly Measures by different Salary Scale Categories

Family-Friendly Measure	Top Management	Middle Mgt & Professional	Administrative Executive/ Clerical	Supervisory/ Technical/ Industrial	Totals
Maternity Leave	8	85	102	64	259
Adoption Leave	0	1	2	1	4
Responsibility Leave	0	1	1	0	2
Parental Leave *	3	39	64	16	122
Career Break	0	38	46	10	94
Leave to accompany spouse on government assignments abroad	0	1	3	0	4
Reduced hours	8	190	378	58	634
Teleworking	22	127	139	36	324
Flexible Work Schedules	49	346	238	184	817
Grand Total	90	828	973	369	2260

Maternity Leave* (additional four weeks)	10	60	90	22	182
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*Additional four weeks with effect from January 2013

Table 6 illustrates the total amount of beneficiaries in different Scale Categories within the Public Sector. The Administrative Executive/Clerical Category registered the highest percentage (43.05%) of beneficiaries, followed by the Middle Management and Professional Category (36.64%), the Supervisory/Technical/Industrial Category (16.33%), and the Top Management Category (3.98%).

The Administrative Executive/Clerical Category registered increases in the uptake of Reduced Hours (18.87%), followed by Flexible Work Schedules (7.69%) and Telework

(2.21%) when compared to 2012. The Middle Management and Professional Category registered increases in Reduced Hours (31.94%), Flexible Work Schedules (29.10%) and in Telework (16.51%), compared to 2012. The Supervisory/Technical/Industrial Category recorded increases in Telework (50%) and Flexible Work Schedules (33.33%). However, this category recorded a decrease in Reduced Hours (-6.45%). The Top Management Category registered an increase of 29.41% in Telework, whereas a decrease was recorded in the utilisation of Flexible Work Schedules (-10.91%). The number of employees opting for Reduced Hours remained the same as in 2012 i.e. 8 employees. From all Family-Friendly Measures available to employees, it resulted that Teleworking was the only measure that registered an increase in all four categories;

In the Top Management Category, Maternity Leave registered a decrease of 11.11%. It is to be noted that while in 2012 there were no employees who have availed themselves of Parental Leave, in 2013 there were three beneficiaries who utilised this measure. As in the previous year, there were no employees in this category who availed themselves of Adoption Leave, Responsibility Leave, Career Break and Leave to Accompany Spouse on Government Assignments Abroad.

In the Middle Management and Professional Category, a 26.67% increase has been registered in the utilisation of Career Break. Maternity Leave also recorded an increase of 3.66% when compared to 2012. On the other hand, decreases were registered in Adoption Leave (-66.67%), Responsibility Leave (-50%), Leave to Accompany Spouse on Government Assignments Abroad (-50%), and Parental Leave (-26.42%).

In the Administrative Executive/Clerical Category increases were registered in Leave to Accompany Spouse on Government Assignments Abroad (200%), and Maternity Leave (15.91%). Conversely, Responsibility Leave, Adoption Leave, Career Break, and Parental Leave registered decreases of 80%, 33.33%, 19.30% and 5.88% respectively.

The Supervisory/Technical/Industrial Category, registered an increase in Maternity Leave (190.91%) and Career Break (42.86%) when compared to 2012. One

employee applied for Adoption Leave. A drop of 15.79% was registered in Parental Leave.

4.3 Conclusion

Both the Public Service and Public Sector registered increases in the utilisation of Family-Friendly Measures; 2.84% and 15.84% respectively. Statistics show that in the Public Administration, both genders prefer Reduced Hours, Flexible Work Schedules and Teleworking to all other measures.

It is noted that although Reduced Hours does affect take-home pay, female employees in the Public Administration are more inclined to opt for this measure to improve their work-life balance. In fact, Reduced Hours registered the highest total of female beneficiaries i.e. 944 beneficiaries in the Public Service and 594 beneficiaries in the Public Sector. On the other hand, the majority of male beneficiaries in the Public Administration prefer Flexible Work Schedules to balance their work and life commitments; 316 beneficiaries in the Public Service and 425 beneficiaries in the Public Sector. This may indicate that the male gender tends to choose those Family-Friendly Measures which do not result in financial losses.

Section 5 Recommendations and Way Forward

5. Recommendations and Way Forward

Recent studies are focussing on occupational health and wellbeing of employees. In view that in today's dual-earner societies, workers have a multiplicity of commitments they need to attend to apart from work, it is understandable that performance will not be as desired if employees are exhausted, sick or stressed out. Family-Friendly Measures are considered to have a positive impact on a person's wellbeing, in view that if implemented effectively, these measures will reduce stress. However, management is encouraged to communicate with the individual employees and ensure that the Family-Friendly Measure offered, fits with the individual's needs. If the Family-Friendly Measure does not match with the individual's lifestyle, the person concerned may still be likely to experience stress, and therefore the objective of these measures will not be reached.

Furthermore, adequate planning with regard to work schedules and workloads needs to be carried out beforehand, so as to ensure that employees are not given excessive workloads.

Way Forward

PAHRO has always strived to build a sustainable work environment in a socially responsible way. One of the key factors to achieve this is by addressing individual's work-life needs and encouraging a family-friendly work environment within the Public Administration. In its efforts to ensure effective implementation of Family-Friendly Measures, an HR Compliance and Service Quality Audit exercise has been carried out on the Telework, Reduced Hours and Flexi-Time policies, with a view to obtain feedback, from the beneficiaries' point of view, on the strengths and weaknesses of the present policies. One main downside which has been featured by beneficiaries is "lack of support" and "stigma" from fellow non-beneficiaries. In light of this, a second phase of this HR Compliance and Service Quality Audit will be

carried out; however, this time feedback on Family-Friendly Measures will be sought from non-beneficiaries, so as to gain a better insight of their perspective and their experience of these measures.

Section 6 Conclusion

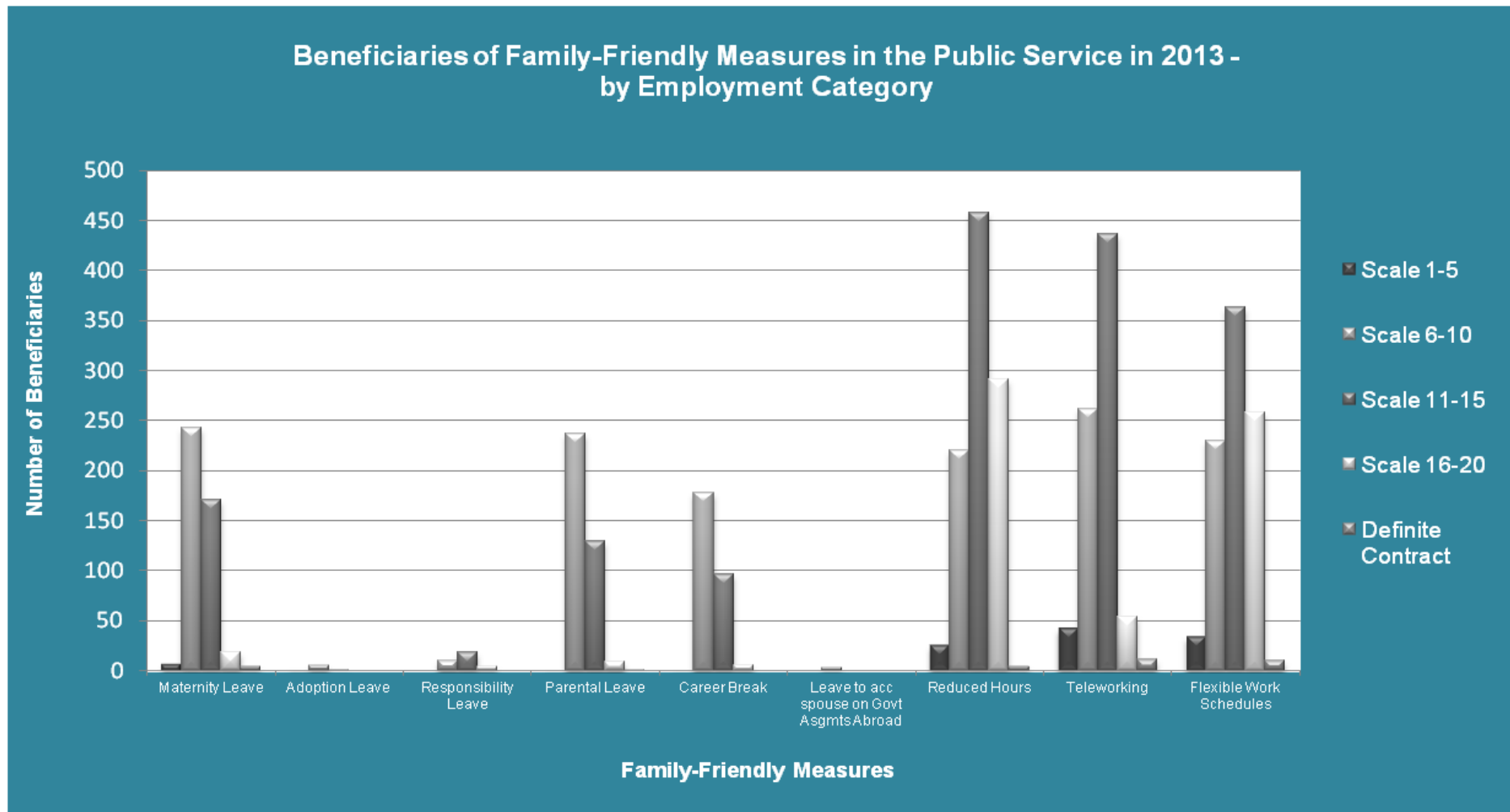
6. Conclusion

This report has revealed that the utilisation of these measures is continuously on the increase. The main beneficiary is still the female gender, however, statistics show that the male beneficiaries are gradually increasing. In this regard, PAHRO will continue to strive to improve these policies. Focus will be on their effective implementation, so as to maintain employees' health and wellbeing and ensure that stress is kept at acceptable levels. This will lead to job satisfaction, reduced absenteeism and ultimately increased performance.

APPENDIX 1:

Beneficiaries of Family-Friendly Measures
in the Public Service in 2013 –
By Gender and Employment Category

Public Service Totals	1st January 2013 - 31st December 2013												
	Scales 1-5		Scales 6-10		Scales 11-15		Scales 16-20		Definite Contracts **		TOTALS		
FAMILY-FRIENDLY MEASURES	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Grand Total
Maternity Leave (first 14 weeks)	6		243		171		19		4		443		443
Maternity Leave (additional 4 weeks)	1		126		102		15		3		247		247
Adoption Leave (PSMC 5.2.1)	1	1	5	0	1	0	0	0	0	0	7	1	8
Responsibility Leave (PSMC 5.3.5)	0	0	7	3	12	7	3	1	0	0	22	11	33
Parental Leave* <i>Applicable to Parents, Legal Guardians and Foster Carers</i> (PSMC 5.3.3)	1	0	236	1	124	5	9	0	1	0	371	6	377
Career Break (PSMC 5.3.4)	0	1	174	4	92	4	6	0	0	0	272	9	281
Leave to accompany spouse on Government-sponsored courses or assignments (PSMC 5.3.2)	0	0	2	1	0	0	0	0	0	0	2	1	3
Reduced hours – 20 hours/week	9	1	70	7	88	2	24	2	0	1	191	13	204
Reduced hours – 25 hours/week	4	0	35	2	56	2	23	1	0	0	118	5	123
Reduced hours – 30 hours/week	4	0	60	9	163	9	86	3	0	0	313	21	334
Reduced hours – 35 hours/week	1	0	10	3	92	4	55	1	1	0	159	8	167
Reduced hours – other amounts	5	1	19	5	42	0	96	0	1	1	163	7	170
Teleworking (PSMC 5.4.2)	35	7	208	54	403	33	52	2	8	3	706	99	805
Flexi-Time (PSMC 5.4.4)	14	20	112	118	236	127	211	47	6	4	579	316	895
FAMILY-FRIENDLY MEASURES TOTALS	81	31	1307	207	1582	193	599	57	24	9	3593	497	4090



APPENDIX 2:

Beneficiaries of Family-Friendly Measures
in the Public Sector in 2013 –
By Gender and Employment Category

Public Sector Totals	1st January 2013 - 31st December 2013										
	Top Management		Middle Mangt & Professional		Administrative/ Executive/Clerical		Supervisory/ Technical/Industrial		Totals		
FAMILY-FRIENDLY MEASURES	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Grand Total
Maternity Leave (first 14 weeks)	8		85		102		64		259		259
Maternity Leave (Additional 4 weeks)	10		60		90		22		182		182
Adoption Leave	0	0	0	1	1	1	0	1	1	3	4
Responsibility Leave	0	0	1	0	1	0	0	0	2	0	2
Parental Leave *	3	0	36	3	64	0	11	5	114	8	122
Career Break	0	0	34	4	45	1	10	0	89	5	94
Leave to accompany spouse on Government sponsored courses or assignments	0	0	1	0	2	1	0	0	3	1	4
Reduced hrs timetable	7	1	178	12	363	15	46	12	594	40	634
Teleworking	20	2	117	10	133	6	27	9	297	27	324
Flexible Work Schedules	19	30	194	152	148	90	31	153	392	425	817
FAMILY-FRIENDLY MEASURES TOTALS	67	33	706	182	949	114	211	180	1933	509	2442

