

Public Service Commission

Kummissjoni dwar is-Servizz Pubbliku



**ANNUAL REPORT
2017**

ANNUAL REPORT 2017

Public Service Commission
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<http://www.psc.gov.mt>

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Abstract

The Public Service Commission is set up in terms of article 109 of the Constitution.

This is the 58th annual report of the Commission, submitted to the Prime Minister in terms of regulation 5 (1) of the Public Service Commission General Regulations.

The report provides a brief description of the main activities of the Commission during the year 2017 in the execution of its constitutional functions of giving advice and making recommendations to the Prime Minister on matters relating to appointments, promotions, removal from office and discipline within the Public Service.

Foreword



Mr Louis P Naudi (Chairman, Public Service Commission)

By 1 March 2017, the Disciplinary Procedure in the Public Service Commission Regulations of 1999 had outlived their purpose. Changes were required to harmonise them with developments which had occurred since they were enacted eighteen years earlier. Above all, the situation in 2017, and in the years just preceding it, had created a momentum of change that gathered pace, particularly with the accelerated delegation of administrative powers to Permanent Secretaries, and further down the hierarchy. It was the next logical step to take, and the Commission relinquished further its direct involvement in disciplinary procedures, while cautiously and continually monitoring the situation on the ground.

Directive Number 11, issued by the Principal Permanent Secretary on 28 February 2017, heralded the bringing into force of the PSC Disciplinary Regulations, 2017. It is right to state from the outset that the primary objective of the new Regulations was intended to bring about the simplification of disciplinary processes with a view to curtailing the length of time within which it is expected to conclude disciplinary cases. It is neither fair nor equitable for public officers to have their respective cases prolonged unduly as in many cases this has a negative effect on their output and morale. The hackneyed phrase *justice delayed is justice denied* is so appropriate in this instance.

The members of the working group entrusted with the drafting of the New Disciplinary Regulations came up with a Manual on Disciplinary Procedures in the Malta Public Service which, in layman's language, explains the intricacies of the regulations. I am indebted to the working group for their assiduous work and for pooling their experience and expertise to successfully draft the regulations and compile a user-friendly manual. Foremost among them I single out the late Mr Eric Serracino for his invaluable contribution and particularly for his inimitable way of rendering complicated matters in a simple and understandable format.

Finally, the Commission, through its Executive Secretary, has embarked on a ministry-wide audit exercise intended to sample-check the work in the selection process field. Compliance Officers are periodically given specific tasks to carry out audits to verify whether selection processes are being carried out in line with the Commission's direction and in accordance with the Public Service Commission Appointments Regulations, 2015.

Conclusion

As I write this report, I can see that by and large all departments have absorbed their objective and, although one does come across difficulties, the Public Service Commission, in its regulatory capacity, is there to interpret, decide, guide and make recommendations whenever the need arises.

I. The Remit of the Public Service Commission

Mission statement

“To ensure, through ongoing monitoring and scrutiny, the provision of excellent public services in a delegated environment, through an efficient public appointment process which upholds the principles of merit and equity, and the exercise of just and efficient disciplinary procedures in the Public Service.”

Statutory basis

The Public Service Commission is an independent and autonomous body established under article 109 of the Constitution of Malta. It derives its authority and functions from articles 86, 92, 110, 111, 112, 114, 115 and 121 of the Constitution.

The fundamental role of the Commission is to make recommendations or to tender advice, as appropriate, to the Prime Minister, in the making of appointments to public office, the removal of staff from public office, and the exercise of discipline over public officers (or, in other words, public service employees).

In fulfilling its role, the Commission is guided by the principles of merit, equality of opportunity, impartiality, non-discrimination, transparency, the exclusion of patronage (political or otherwise), and fair and open competition, the latter within the parameters of agreements that exist between the Government and Trade Unions.

The procedures governing these functions are set out in the **Public Service Commission Appointments Regulations, 2015**, and in the **Public Service Commission Disciplinary Regulations, 2017**.

The regulations of the Commission are made by the Commission with the consent of the Prime Minister in accordance with article 121(1) of the Constitution.

II. Members and Staff of the Commission



Composition

Article 109 of the Constitution states that the Public Service Commission shall consist of a Chairperson, a Deputy Chairperson, and from one to three other members.

Members of the Commission are appointed by the President of Malta, acting on the advice given by the Prime Minister after consultation with the Leader of the Opposition.

Membership

The Members of the Commission were appointed on a three-year period of office on 18 July 2016.

Table 1 - Membership of the Commission as at 31.12.17		
Chairman	Mr Louis P Naudi	(since 18 June 2013)
Deputy Chairperson	Ms Marie-Lourdes Grech	(since 18 July 2016)
Members	Mr Carmel Herrera	(since 18 June 2013)
	Mr Franco Masini	(since 18 June 2013)
	Mr Vincent Piccinino	(since 18 June 2013)

The Members of the Commission

Mr Louis P Naudi

Chairman, Public Service Commission (re-appointed for a second term on 18 July 2016)



Louis P Naudi is a former public officer. During his long career he occupied various positions in different areas and at different levels until, in 1997, Mr Naudi was appointed Permanent Secretary in the Ministry for Tourism and Culture and Chairman of the Inter-Ministerial Committee on Tourism.

In 1993, he was appointed as the first Director General in the Office of the Prime Minister. He was then principally responsible for drafting legislation and the setting up of Local Councils with the overall responsibility for all the departments falling within the Office of the Prime Minister. He had been previously considerably involved in the setting up of the Public Transport Authority, in the constitutional changes to the citizenship laws and, in the setting up of the Malta International Airport Company Ltd. He was also OPM's Coordinator on the Malta-EU Inter-Ministerial Steering Committee.

Earlier, in 1979, Mr Louis P Naudi had been appointed Deputy Director of Civil Aviation where he was mainly responsible for the handover of the airport complex from the British Authorities and for the registration of Air Malta's aircrafts in Malta.

He was, at various times, appointed Secretary to the Board of MEDSERV, Member of the Co-Operatives Board, Director on the Boards of Cargo Handling Company Ltd., Tigne' Development Company Ltd., Selmun Palace Hotel Company Ltd., Malta International Airport Company Ltd., the Gaming Board and the Malta Tourism Authority.

Ms Marie-Lourdes Grech

Deputy Chairperson, Public Service Commission (appointed on 18 July 2016)



Marie-Lourdes Grech is a former public officer. During her long career in the Malta Public Service, she served in a number of offices, including the House of Representatives, even if for a brief period, and at the Embassy of Malta in Brussels for four years.

During the 37 years she spent at the Office of the Prime Minister, she occupied various posts and positions within different offices, including the Establishments Division, the Staff Development Organisation, the Operations and Programme Implementation Directorate and others. Before retiring from the Public Service in May 2016, Ms Marie-Lourdes Grech held the position of Director General at the Cabinet Office.

Mr Carmel Herrera

Member, Public Service Commission (re-appointed for a second term on 18 July 2016)



Carmel Herrera joined the Malta Civil Service in September 1968 and retired from the Public Service in August 2011. Between 1972 and 1990, he served at the Department of Social Services from where he moved to the Ministry of Foreign Affairs.

There, he served both at the Bilateral Affairs and the Multilateral Affairs Directorates and was Deputy Director of Protocol before moving to the Ministry of Health. He also served at the Ministry for Resources and Rural Affairs only to return to the Ministry of Foreign Affairs in 2008.

He served overseas at the High Commission in Canberra and at the Consulate in Sydney as Consul General.

He also served at the Embassy of Malta in The Hague, the Netherlands, spending the last seven months of his career as Chargé d'Affaires, a.i.

Mr Franco Masini

Member, Public Service Commission (re-appointed for a second term on 18 July 2016)



Franco Masini, born in Victoria, Gozo, was educated at St Aloysius' College and the University of Malta where he read Arts (History, Economics and Maltese) and Law (Legal Procurator). He served in senior management and administrative positions in the private sector. He was active in organised business occupying the post of President of the Federation of Industries, the Malta International Fair and the Malta Employers Association. He served on the board of directors of several major public companies including Air Malta plc, Bank of Valletta plc, APS Bank Ltd, Gozo Channel Co. Ltd and companies of the Farsons Group. He is a past member of the Broadcasting Authority, the Council of the University of Malta and, the Malta Council for Economic and Social Development. In 2002, the President of Malta awarded him the Medal for Service to the Republic (MQR) for "exceptional service to Malta". In 2009 he was conferred with the *Ġieħ Ghawdex* award.

Mr Masini had already served as a member of the Public Service Commission between 1996 and 1997.

Mr Vincent Piccinino

Member, Public Service Commission (re-appointed for a second term on 18 July 2016)



Vincent Piccinino is a retired public officer. Following a two-year course at St Michael's Teachers' Training College, he was appointed Teacher in 1969 but chose to take up a career within the Civil Service after obtaining a BA (Hons) degree in Public Administration from the University of Malta in 1983. Mr Piccinino spent over 23 years at the Office of the Prime Minister and, between 1996 and 1998, he also served as Private Secretary to the Prime Minister. In 2002, Mr Piccinino was appointed Director (Finance and Administration) at the Education Division, from where he was superannuated in 2006 on reaching retirement age.

Number of meetings held

During 2017, the Commission held a total of 47 meetings during which it dealt with various matters and issues relating to appointments, promotions and discipline, as outlined in more detail in this report.

The Office of the Public Service Commission

The Commission is served by a small team of dedicated public officers headed by Ms Christine Schembri, Executive Secretary (Public Service Commission), who is a senior public officer appointed to the position on a performance agreement for three years.

Throughout the year under review, Ms Schembri was assisted by Ms Jacqueline Bonnici, Assistant Director (PSC) and by Ms Angela Portelli, Assistant Director (Support Services).

A list of the previous Secretaries of the Public Service Commission is found in *Appendix 2*, while the staff complement and the total expenditure incurred in the running of the Office of the Public Service Commission for the year 2017 are shown in *Appendix 3*.

Method of work of the Commission



The business of the Commission is conducted either through the circulation of files, or during Commission meetings, generally held every Thursday with an agenda that covers policy issues and less clear-cut cases concerning selection processes, promotions, or disciplinary matters that require discussion.

The Commission holds oral hearings in serious disciplinary cases that may lead to dismissal. As laid down in the Disciplinary Regulations, during these hearings, the accused officer and the representative of the department concerned, together with their respective counsel, if they so wish, are given the opportunity to present their case before the Commission before it decides on the case. Oral hearings are also held when an officer appeals before the Commission, as provided for by regulation 27 of the Disciplinary Regulations, after having been found guilty in disciplinary proceedings that are decided at departmental level. An oral hearing may also be granted by the Commission, at its discretion, before a decision is taken on serious issues such as the withholding of a progression or the revocation of an appointment.

Meetings are occasionally held with the Principal Permanent Secretary to discuss public service policies and issues of common interest and concern, in order to promote mutual understanding and support, while fully respecting the constitutional position of the PSC. Senior public officers are at

times invited to the meetings of the Commission, or for meetings with the Chairman and key members of staff, to discuss specific departmental or ministry issues related to particular cases or procedures. Their input on matters of interest or concern helps the Commission to understand better the difficulties and the problems faced by the Administration. Selection Boards may also be required to meet with the Commission when matters regarding selection processes rise up.

Reference back by the Prime Minister

The Prime Minister may, acting in accordance with article 86(1)(a) of the Constitution, refer a recommendation back, once, to the Commission for reconsideration. During 2017 the Commission considered one similar referral.

PSC Website

The website of the Public Service Commission may be found at <http://www.psc.gov.mt>. The website provides basic information on the Commission's role and functions, its current composition, how the Commission conducts its business, and the organisation of the Office of the Public Service Commission.

Various documents and templates are uploaded on the website periodically, mostly concerning instructions and guidelines issued by the Commission. The current Annual Report, as well as reports for the years 2004 to 2016, may also be viewed and downloaded from the site.

III. Appointments



The role of the Commission within a delegated scenario

With the coming into force of Directive 9, Permanent Secretaries were empowered to approve selection criteria and weightings and to publish Selection Board results. By virtue of the Instrument of Delegation approved by the Prime Minister on 16 September 2015, the power to make any appointments and postponement thereof to public officers was, likewise, delegated to Permanent Secretaries.

The Manual on the Selection and Appointment Process under Delegated Authority in the Malta Public Service, which was launched with the coming into force of the Directive, is considered as the Government's official document which regularises the delegated selection and appointment procedure. Permanent Secretaries are therefore bound to ensure that the procedures set out therein, as well as any other directives and guiding principles issued from time to time, are invariably and strictly adhered to. If a deviation from the procedures outlined in the Manual is required, then approval is to be sought from the Commission.

- **Eligibility benchmarks**

Eligibility benchmarks are set out by the People and Standards Division, within the Office of the Prime Minister, and any departure from the established parameters require the Division's prior approval. The Public Service Commission is, normally, consulted whenever such benchmarks are amended or revised.

- **Submission of applications**

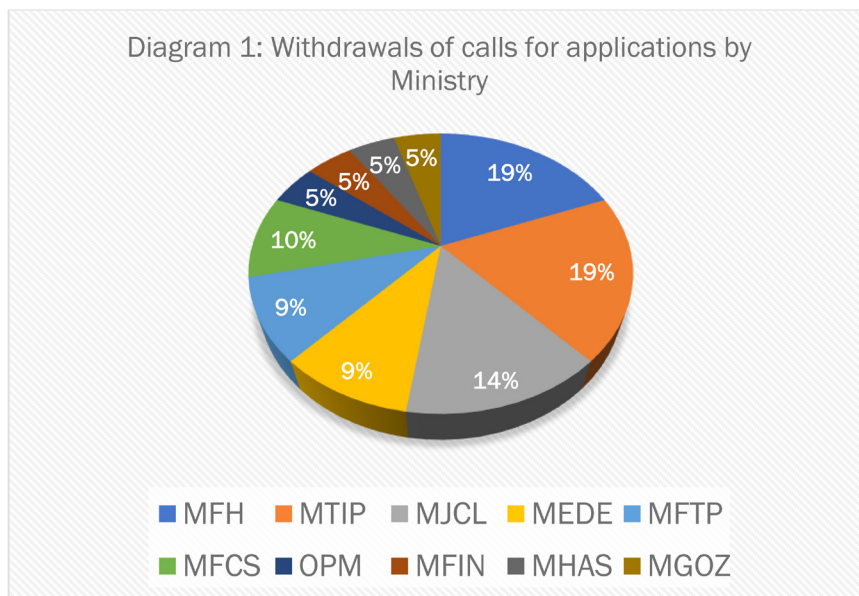
At least 10 working days are to be allowed for the submission of applications. Shorter periods may be considered but require the Commission's approval.

- **Corrections to, or withdrawals of, calls for applications**

Issuing Authorities may make corrections to a call for applications without the need to refer the matter to the Commission for its approval, provided that the corrections are published and advertised with the same prominence as the original call. Moreover, if the corrections result in the widening of the eligibility parameters, the closing date should be extended by at least 10 additional working days so that applicants who are then rendered eligible, will have the same opportunity to apply.

A withdrawal of a call for applications must invariably be authorised by the Commission, provided a strong justification is presented by the authorities.

In 2017, the Commission authorised 21 withdrawals of calls for applications as per below diagram.



In instances where a Selection Board encounters difficulty in interpreting the provisions of the call for applications due to lack of clarity or conflicts between the English and Maltese versions or provisions which are in conflict with each other, it is the Maltese version which prevails. If the Selection Board considers that the Maltese text is incorrect, it is to seek the advice of the Public Service Commission.

During 2017 the Commission considered 1 such corrigendum.

The Public Service Commission may direct that a call for applications be corrected or withdrawn if, in its opinion, any of the provisions thereof are manifestly unfair or in breach of the respective classification agreement/eligibility benchmarks or the principle of merit.

- **Suppression of calls for applications**

Requests for the suppression of calls for applications are only considered if sound justifications are presented. In 2017, the Commission conceded to the suppression of 12 calls. In the majority of the cases, these were required due to the change in the portfolios of Ministries following the General Elections.

- **Late applications**

Applications received after the closing time and date are not considered by Selection Boards. However, the Public Service Commission may consider granting a concession to their acceptance if sound justifications are presented.

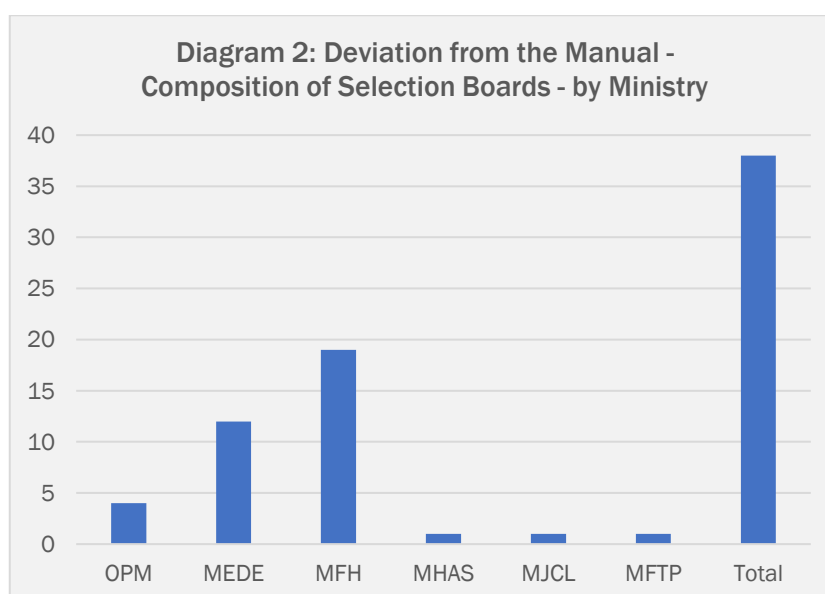
- **Composition of Selection Boards**

A Selection Board is appointed from amongst suitable and competent serving officers and/or persons listed on the Standing Selection Panel of the respective Ministry.

Each Selection Board includes, at least, three persons – the Chairperson, who is a serving public officer, and two persons appointed from the Ministry’s Standing Selection Panel.

If, for any reason, a person nominated to form part of a Selection Board is not a serving public officer or does not form part of the Standing Selection Panel of the respective Ministry, the prior approval of the Public Service Commission is required.

During 2017, the Public Service Commission approved 38 Selection Boards with a different composition as shown in Diagram 2 below:



- **Waiver of eligibility requirements in the case of disabled applicants**

The general provisions pertaining to calls for applications, to which reference is usually made in each call, permit applicants who are registered as disabled to request reasonable accommodation on account of their disability.

Requests for reasonable accommodation which are received by Selection Boards are referred for the consideration of the Public Service Commission.

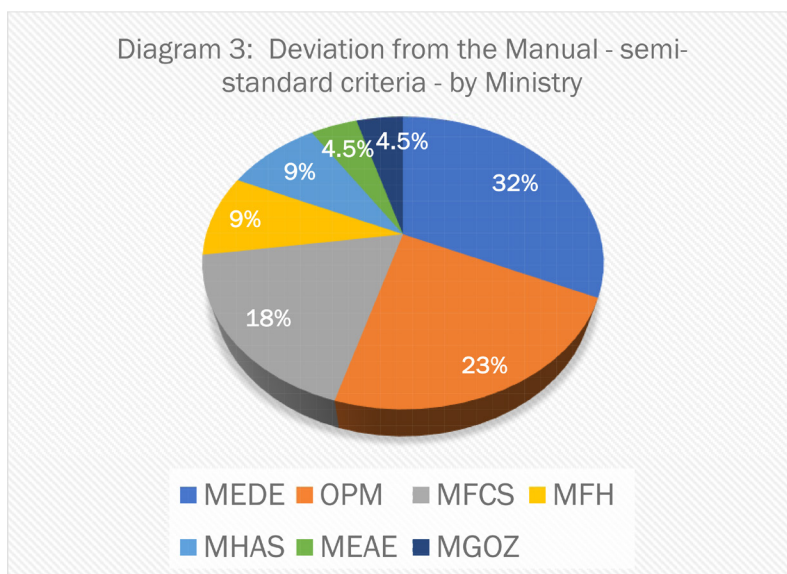
- **Waiver of eligibility requirements due to administrative errors**

It is the Commission's policy that applicants should not be penalised for any administrative delays or errors, over which the applicants have no control. For this reason, cases of apparent ineligibility due to administrative delays or errors are also considered by the Public Service Commission.

- **Deviation from the semi-standard criteria as set out in the Manual on the Selection and Appointment Process under Delegated Authority**

If a deviation from the semi-standard criteria is contemplated, the authorities are to refer the selection criteria for the endorsement of the Public Service Commission prior to the start of the interviews.

During the course of the year under review the Commission approved 22 requests for a deviation from the semi-standard criteria, as per diagram 3:



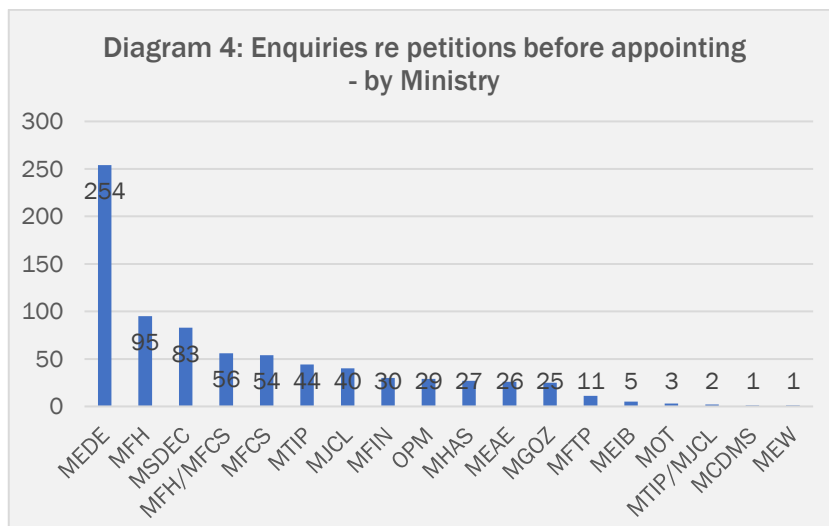
- **Representations period**

Before proceeding with the interviews, a Selection Board is to enquire whether any representations contesting ineligibility were submitted to the PSC by applicants within the established time-frame of five working days and whether any were still pending. It is only upon such confirmation from the Commission that the Selection Board may proceed to compile and finalise the report.

- **Period for the receipt of petitions**

A period of 10 working days from the publication of a result is allowed for the submission of petitions. Appointments are not to be proceeded with during this period, unless clearance is obtained from the Commission.

Diagram 4 gives a picture of the occurrences where Ministries requested the green light from the Commission before appointments were proceeded with.



- **Regulation 20 (Power of the Commission to disqualify applicants)**

If for any of the reasons stipulated at regulation 20, the authorities are of the opinion that a successful candidate, according to the order of merit recommended by the Selection Board, should not be appointed, the matter is submitted for the consideration of the Commission together with all the relevant documentation.

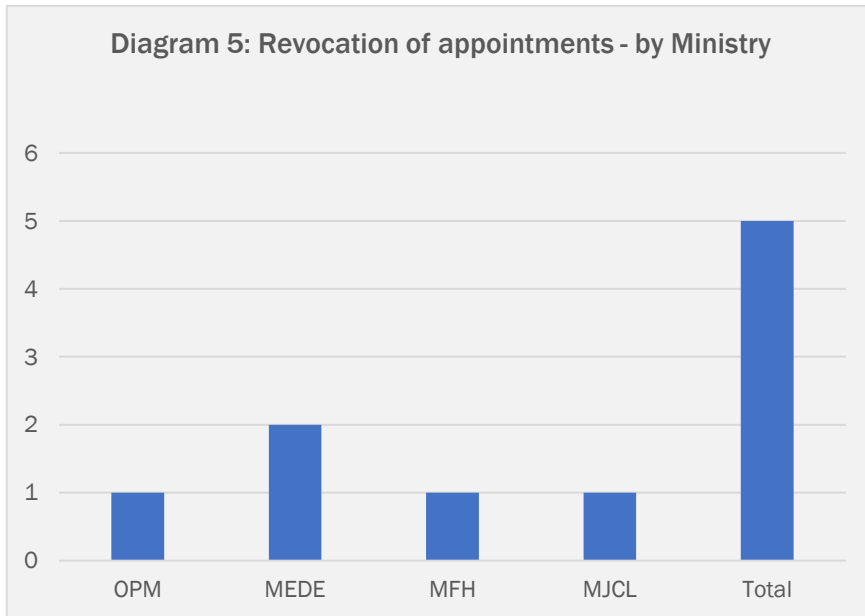
Before deciding on the case, the candidate is given the opportunity to submit representations to the Commission.

In 2017, the Commission authorised the disqualification of two candidates.

- **Regulation 32 (Power of the Commission to recommend the revocation of appointments)**

In exercising its power to change and/or annul any wrong decision, the Commission may recommend to the Prime Minister that an appointment be revoked in terms of sub-regulation 32 of the PSC Appointments Regulations.

In 2017, the Commission submitted 5 recommendations for the revocation of appointment as indicated in diagram 5.

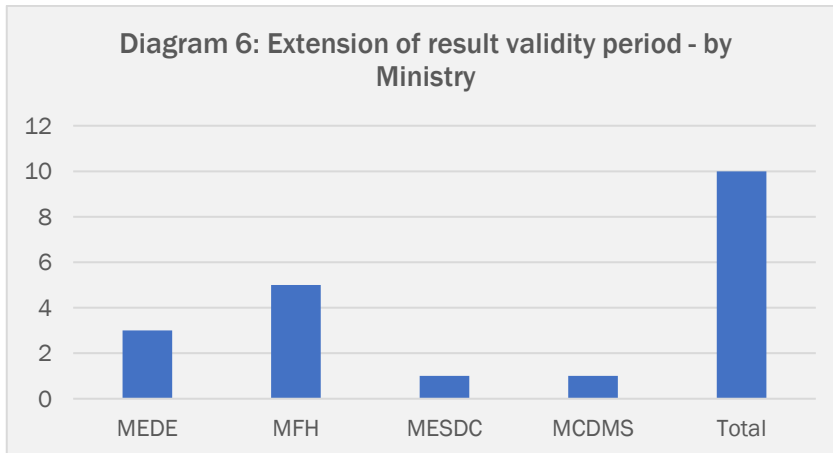


- **Validity period of the result**

Unless otherwise stated in the call for applications, the validity period of a selection process is of one year from the date of publication of the result, or from the date the result is sent to candidates in the case of posts/positions in salary scale 5 or higher. The result of the interview serves to fill vacancies recurring in that particular post/position during the validity period. In cases where a revised result is issued, the validity period of the result remains effective from the date of the original result.

The Public Service Commission may, if it deems it necessary and proper, authorise the extension of the validity period.

As can be seen in diagram 6 below, in 2017 the Commission approved 10 requests for the extension to the validity period of results.



Recommendations and advice to the Prime Minister

During the year under review the Commission referred 263 recommendations to the Prime Minister. These recommendations related to appointments to headship positions, re-designation of positions, extension of performance agreements, termination of performance agreements and lateral moves. Other recommendations related to reversion to previous grades, revocation of appointments, re-employment/reinstatement, appointments of Executive Secretaries within Local Councils, regularisation of employment of staff in the Public Service and appointments as a result of decisions by the Grievances Unit.

On 12 occasions throughout the year, the Commission gave its advice to the Prime Minister in terms of articles 92(3), 92(4) and 111(1) of the Constitution for the appointments of Permanent Secretaries, Heads or Acting Heads of Department, and Resident Ambassadors abroad.

Notifications

The Commission issued 347 notifications relating to appointments following selection processes, extensions of performance agreements, the grant of indefinite status, assimilations/promotions in terms of classification agreements, postponement/backdating of appointments, engagement/ renewal of contracts, revocation of appointments and withholding of progressions/promotions.

Representations made to the Commission

Regulation 23 of the Public Service Commission Appointments Regulations provides that, an applicant for a vacant post/position who is found by the selection board not to satisfy the eligibility requirements for the post/position, or who is disqualified by the selection board for any other reason

and, who is of the view that the selection board has decided wrongly in his/her regard, may submit representations to the Commission within five working days from the date when action was taken to inform him/her that s/he has been found ineligible or otherwise disqualified.

In 2017, the Commission considered a total of 657 written representations addressed directly to the Commission on matters regarding selection processes relating to appointments in the Public Service. Most of the representations received were lodged by applicants prior to the publication of the results, and these mainly involved complaints by applicants who were declared ineligible by selection boards after applying for a particular vacancy.

The Commission ruled in favour of 178 applicants whom it deemed they were eligible. 416 other representations were not upheld. 63 representations were not yet decided upon, as at 31 December 2017.

Petitions relating to selection results

Regulation 24 of the Public Service Commission Appointments Regulations states that an applicant for a vacant post/position, who goes through all the stages of the selection process and who feels aggrieved by the result of the selection board on the grounds that the result does not reflect the merit principle, may petition the Commission for redress. A petition under this regulation should be submitted by the applicant within 10 working days from the date when action is taken to make the outcome of the selection process known to him/her.

In 2017 the Commission received a total of 216 petitions in respect of the results obtained by individuals who believed that the result of the selection process was not a fair reflection of their merits.

Nine of these petitions were not made within the 10 working days allowed for the submission of petitions in respect of appointments and promotions. These petitions were thus not considered by the Commission. With regard to posts or

positions in Salary Scale 6 or below, the 10 working days start to count from the day after a notification appears on the website of the respective Ministry, stating that the result has been issued. In the case of vacancies in Scale 5 or higher, where results are sent directly to applicants, the 10 working days start to count from the day after the result is received by the applicants concerned.

In nine instances investigations were discontinued.

The Commission therefore considered 198 petitions.

30 petitions were upheld and revised results were drawn up and re-published.

In 157 other cases, the appeals were not upheld. Another 11 petitions were still being investigated as at 31 December 2017.

Audits

Regulation 19(1) of the Public Service Commission Appointments Regulations, 2015 provides for the Commission to inquire into and investigate any selection process. In order to be able to carry out its investigations, a number of Compliance Officers were engaged in 2016. To reinforce the unit, three more appointments in the position of Compliance Officer were made during 2017.

The audits conducted involve the review, analysis and the evaluation of selection processes which are randomly chosen from within each ministry.

The main objectives are to ensure that:

- (a) selection processes are conducted in accordance with the merit principle;
- (b) selection boards interpret the eligibility requirements and the selection criteria in a reasonable manner and are not influenced by any considerations extraneous thereto; and

- (c) selection boards do not commit any irregularities of procedure or errors in their appreciation of facts that have material effect on the outcome of the selection process.

Any shortcomings identified by the Compliance Officers during these audits are referred to the Permanent Secretary of the respective Ministry for remedial action with a view to addressing and rectifying any flaws identified during the course of the audit.

Oral Hearings following the submission of petitions

In 2017, the Commission held 46 oral hearings with petitioners. In addition, nine Selection Boards were summoned by the Commission. Once summoned, members of selection boards are expected to attend before the Commission and to answer fully and satisfactorily, to the best of their knowledge and belief, all questions put to them.

IV. Discipline



New PSC Disciplinary Regulations, 2017

By virtue of Legal Notice 186 of 1999, which came into force on 1 February 2000, the right to exercise discipline amongst public officers was delegated to Heads of Department.

Directive 11 and the manual appended therewith, issued by the Principal Permanent Secretary on 28 February 2017, in accordance with article 4(3) of the Public Administration Act (PAA), brought about the launch of the new Public Service Commission Disciplinary Regulations. As a matter of fact, these came into force on 1 March 2017, by means of L.N. 66 of 2017. Through the Directive, the manual and the new Public Service Commission Disciplinary Regulations, 2017, the disciplinary process was simplified even further.

The new regulations go a step further in that they provide for a higher degree of devolution of power and by doing away with unnecessary or duplicate processes.

Notwithstanding the wider devolution of powers, it was necessary to ensure that transparency and fairness prevailed throughout. The new regulations provide for the strengthening of safeguards. In this regard, the officer

charged is now offered the opportunity to submit an appeal at all stages of the disciplinary process, irrespective of the gravity of the offence, and provision has been made to further ensure the impartiality of the Disciplinary Board. The new Regulations also provide for set timeframes at each stage of the disciplinary process which bind both the officer charged and the respective Head of Department.

Heads of Department are bound to ensure that an officer does not remain suspended for precautionary purposes unnecessarily. In this regard, Heads of Department are urged to closely monitor those cases where criminal proceedings have been initiated against public officers within their control, by requesting regular updates from the Commissioner of Police or from the Courts and reporting outcome of same to the Commission without delay.

Whenever it transpires that an officer, who was suspended for precautionary purposes, retires or resigns before formal charges are initiated, then any salary withheld from him during the period of precautionary suspension is refunded.

An admonishment is no longer considered as part of a Disciplinary Procedure, but more of an administrative measure. It is understood that a supervisor not only has the power but also the duty to give direction and to draw the attention of his subordinates regarding proper conduct. He/she may admonish such officer verbally or in writing for minor misconduct and the officer concerned shall have the opportunity to exculpate himself/herself.

That notwithstanding, penalties have become more severe for repeated offences. As an alternative to dismissal, the Commission may now recommend the demotion of the officer charged to a lower grade or position.

The new Disciplinary Regulations provide for assistance to public officers who are found guilty of an offence considered of a serious nature and who may be experiencing personal, emotional or behavioural problems. If such officers agree to seek professional support with a view to overcoming their problems, any penalty decided upon by the Commission, is held in abeyance until successful completion of any rehabilitation programme. The Commission will then decide as to whether the penalty is to be put into effect or otherwise.

Where disciplinary proceedings had been commenced before 1 March 2017, under and in accordance with the Public Service Commission (Disciplinary Procedure) Regulations, 1999, such proceedings are to be continued and completed in accordance with the said regulations as if they had not been revoked, provided that the provisions on disciplinary penalties which apply in the case of such proceedings are to be whichever are the most favourable to the accused officer.

Standing Disciplinary Panels

Notwithstanding that Legal Notice 247 of 2012, provided for the establishment of Standing Disciplinary Panels, these were only set up during 2017.

Standing Disciplinary Panels are established by Permanent Secretaries for their respective Ministry subject to the approval of the Commission. The intention of such an introduction is to have a pool of potential members to sit on Disciplinary Boards which consist of suitable and competent former public officers. Those appointed will serve for a period of 24 months with the possibility for further terms of 24 months.

Functions of the Commission relating to discipline

The primary role of the Commission within the disciplinary scenario remains that of a regulator and it is empowered to rule upon and give direction with regard to the interpretation of its regulations and to enquire into the disciplinary control exercised by heads of department.

If it transpires that a Head of Department or any other officer has abused his delegated authority, or has failed to exercise proper disciplinary control in accordance with the Disciplinary Regulations or the manual appended to the regulations, or did not comply with any PSC ruling or directive, the Commission may recommend to the Prime Minister that the delegated authority is withdrawn and/or that disciplinary action is taken against the officer concerned.

The following matters also fall within the direct responsibility of the Commission:

- The recommendation for the suspension for precautionary purposes of public officers from the exercise of the powers and functions of their office; that is to say, suspension from work on half salary pending the conclusion of disciplinary or criminal proceedings.

Precautionary suspension is imposed whenever it is considered that, due to the nature of the charges against the officer, s/he should not continue to attend work until the case against him/her is decided upon. Precautionary suspension is not a penalty, but a precautionary measure in the public interest, and does not imply any judgement as to the guilt or otherwise of the officer facing charges.

Whenever an officer is acquitted of the criminal charges brought against him/her, he/she is reimbursed the half-salary withheld during the suspension. If, on the other hand, the officer is found guilty, then the half-salary withheld is, normally, forfeited.

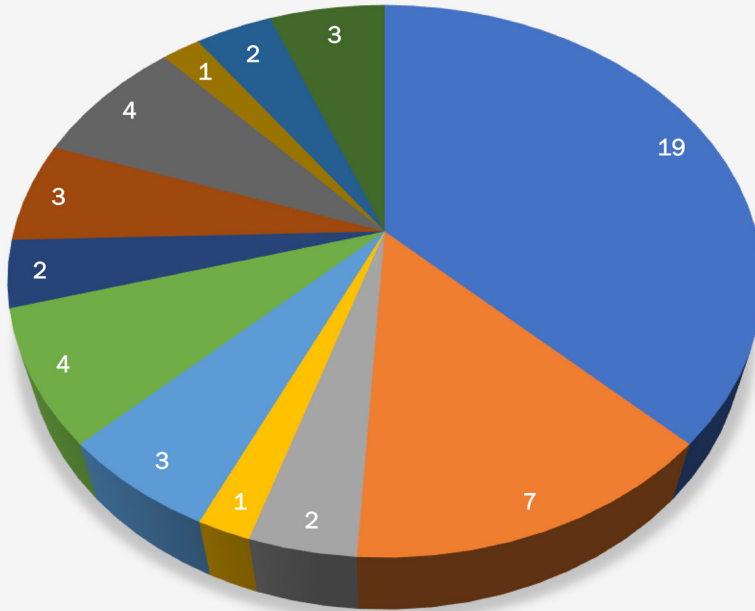
- The imposition of disciplinary penalties to public officers who are found guilty of a criminal offence by the Courts.
- The decisions as to the guilt or otherwise of officers, and as to the penalties to be imposed, where the officers were notified that the charges against them could, if proved, lead to dismissal. Such cases are heard before a disciplinary board, however, they are then referred to the Commission in terms of regulation 23(2) of the Disciplinary Regulations, since Heads of Department do not have the authority to dismiss an employee on disciplinary grounds. A finding of guilt, does not automatically result in the dismissal of the officer. The Commission may recommend an alternate penalty after considering the findings of the Disciplinary Board and after giving the officer charged and the Head of Department the opportunity to make representations, in writing or orally.

- The hearing of appeals from public officers against decisions taken by Heads of Department under delegated authority, in terms of regulation 27(1) of the Public Service Commission Disciplinary Regulations, 2017.
- The consideration of representations made by Heads of Department against the findings of Disciplinary Boards, in terms of regulation 29(1).

Disciplinary cases involving criminal proceedings against public officers

In terms of article 110 of the Constitution, during 2017 the Commission made 51 recommendations to the Prime Minister in respect of cases involving criminal proceedings against public officers. A more detailed account of these recommendations is shown in Diagram 7:

Diagram 7: Recommendations to the Prime Minister concerning criminal cases



- Precautionary suspension pending outcome of Criminal Court Cases
- Lifting of precautionary suspension "without prejudice" before conclusion of proceedings
- Dismissal following a "guilty" verdict by the Courts
- Dismissal and forfeiture of salary following a "guilty" verdict by the Courts
- Warning of dismissal, forfeiture of salary and suspension w/o pay following a "guilty" verdict by the Courts
- Warning of dismissal and suspension w/o pay following a "guilty" verdict by the Courts
- Warning of dismissal and forfeiture of salary following a "guilty" verdict by the Courts
- Warning of dismissal
- Definite suspension w/o pay (1 or 5 days) following a "guilty" verdict by the Courts
- Forfeiture of salary following a "guilty" verdict by the Courts
- Lifting of precautionary suspension and refund of salary following a "not-guilty" verdict by the Courts
- Refund of salary withheld following a "not-guilty" verdict by the Courts

Oral Hearings

Whenever the Commission considers that the appropriate penalty following conviction on a criminal charge shall be dismissal, or a warning of dismissal, or the forfeiture of any salary, in whole or in part, withheld during any period of suspension or temporary suspension, it informs the officer of his or her right to make written representations to the Commission within a period of 10 working days from such notification and may give the officer the opportunity of an oral hearing before making its recommendation to the Prime Minister.

The Commission may also give an opportunity to the officer charged and to the Head of Department to make oral representations before it, whenever the officer had been informed that, if proved, the charge/s could potentially lead to dismissal.

Regulations 27(5) and 30(6) of the Public Service Commission Disciplinary Regulations, 2017, also provide for the possibility of a hearing before the Commission before a final decision is reached.

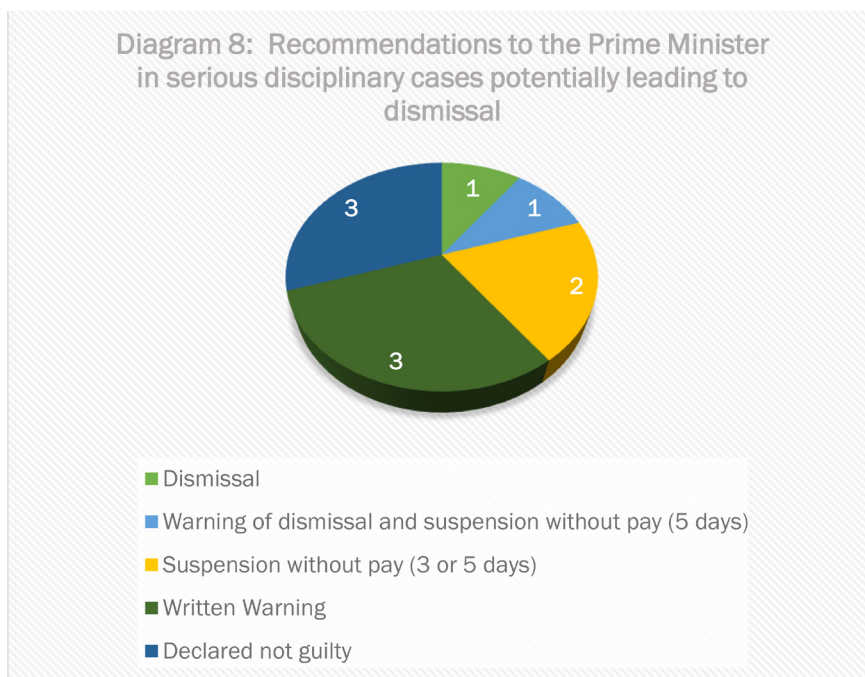
Public officers who are considered as having resigned from the Public Service with effect from the eleventh day following their absence without leave for 10 consecutive working days are entitled to have their case heard before the Commission, in terms of regulation 32(5) of the Public Service Commission Disciplinary Regulations, 2017.

During 2017, the Commission convened 12 oral hearings.

Serious disciplinary cases with the possibility of dismissal

During 2017, the Commission considered 10 disciplinary cases which were referred to it in terms of regulation 26(2) of the Public Service Commission (Disciplinary Procedure) Regulations, 1999 or in terms of regulation 23(2) of the Public Service Commission Disciplinary Regulations, 2017, where the officers involved had been notified that the charges, if proved, could lead to their dismissal.

After giving the officers charged and their respective Heads of Department an opportunity to make oral representations, the Commission made its recommendations to the Prime Minister. A detailed account of these recommendations is shown in Diagram 8 below:



Analysis of offences and penalties in cases decided by the Commission (criminal cases and cases potentially leading to dismissal)

The 51 criminal cases referred to in Diagram 7 include 19 cases where the Commission recommended the precautionary suspension of the officers concerned; 7 cases where the Commission recommended the lifting of the precautionary suspension pending any potential penalties that may appropriately be imposed; and 5 cases where the officers concerned were not found guilty. The remaining criminal cases were all served with a penalty as indicated in Diagram 7. Similarly, the 10 disciplinary cases listed in Diagram 8 include 3 cases where the officers concerned were declared not guilty. Thus, the total number of cases in which officers were served with a penalty by the Commission amounted to 27.

Review of past disciplinary decisions

During the year under review, the Commission considered two petitions made in terms of Regulation 33 of the Public Service Commission (Disciplinary Procedure) Regulations 1999. In one case, the Commission decided that there existed no *prima facie* gross disregard of the disciplinary regulations or a serious miscarriage of justice resulting in a violation of natural justice or fundamental rights. The Commission, however, considered that the severity of the charges might have been disproportionate to the offence committed, given that no grave consequences had resulted from such offence. In the circumstances, the Commission recommended that the declaration of guilt was to remain, but the level of severity of the charges brought against the officer were to be decreased to a minor offence. Consequently, it was recommended that the officer was to be given a written warning valid for 12 months.

The other case was still under consideration as at 31 December 2017.

Absence without leave

Regulation 32 of the Public Service Commission Disciplinary Regulations, 2017, stipulates that a public officer who absents himself/herself without leave for 10 consecutive working days shall be considered as having resigned from the public service with effect from the 11th working day of unauthorised absence. The Head of Department shall, immediately after the expiration of the time-limit, notify the officer concerned that he/she considers the officer as having resigned from the public service with effect from the 11th day of his/her unauthorised absence and that the officer shall be liable to pay Government, as stipulated in the Public Service Agreement in force from time to time, half the salary that he/she would have earned during the applicable notice period. If the officer considers that the decision of the Head of Department is unjust in his/her regard, he/she may appeal to the Public Service Commission within 10 working days starting from the day after he/she receives the notification from the Head of

Department, setting out the reasons why he/she considers that the decision in his/her respect is unjust. The Commission then seeks the views of the Head of Department thereon and may, at its discretion, give the officer concerned and the Head of Department the opportunity to make oral representations.

During 2017, the Commission considered two appeals which were referred to it in terms of Regulation 32 of the Public Service Commission Disciplinary Regulations, 2017.

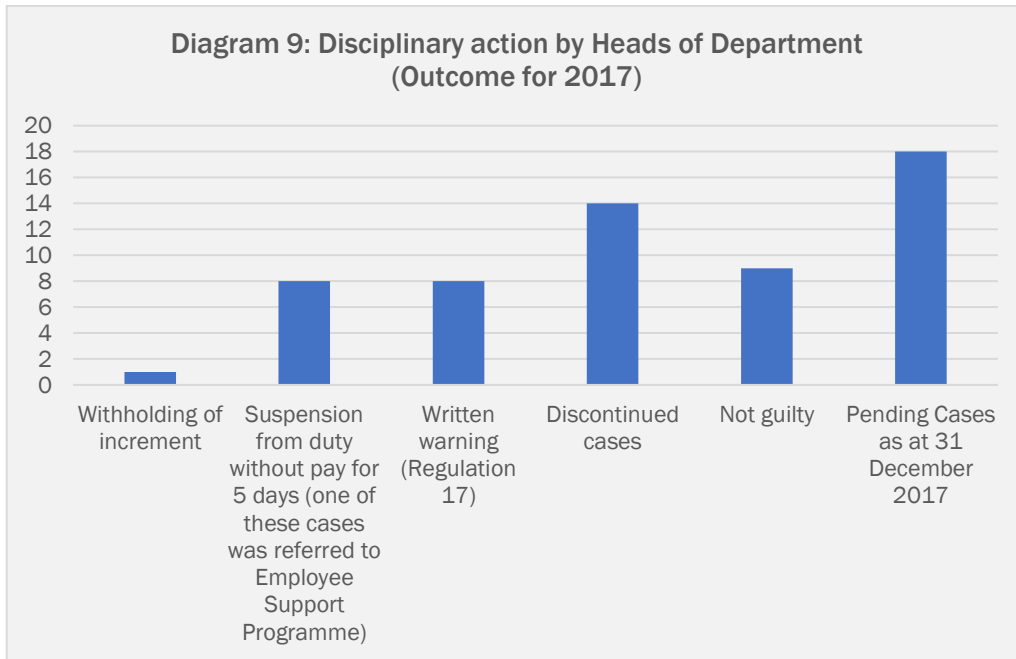
In one case, the Commission considered there were insufficient grounds to overturn the decision of the Head of Department and the decision was confirmed with the officer considered as resigned.

In the other case, the Commission agreed that the possibility of the officer concerned being assessed by a medical board was to be explored prior to resorting to action in terms of the same regulation.

The exercise of discipline through delegated authority

The Commission continued to monitor the exercise of discipline by Heads of Department under delegated authority. This was done through reports which Heads of Department were required to submit regularly to the Commission, and which contained information about all disciplinary measures taken by them against public officers in terms of the Disciplinary Regulations.

Diagram 9 gives a breakdown of disciplinary action taken by heads of department between 1 March and 31 December 2017, in accordance with the PSC Disciplinary Regulations, 2017, and which totalled 58.



V. Selected Issues and Rulings by the Commission

A. Policy Matters and issues relating to recruitment and appointments

Review of tenure arrangements for Headship Positions on a performance agreement and positions of Assistant Director/Senior Manager without an objective reason

The Commission was presented with a proposal to change the existing policy regarding the tenure of public officers appointed on a performance agreement in 'Category A' positions in Scales 1 - 4 to a higher grade. Officers were being tenured in the higher grade as Officer in Grade corresponding to the applicable Scale, after completion of 6 years in such position, unless they opted to retain their current substantive grade.

The Administration was cognisant of the high level of responsibility in commitment from officers holding such positions including the taking of important decisions. It was considered that, as it stood and, due to the long period to obtain the Officer in Grade, the existing policy discouraged officers from maintaining the gravitas required for the execution of their responsibilities.

In the light of the above, it was proposed that any officer who, on 1 January 2016, had been serving in 'Category A' positions in Scales 1 - 4, and who had, or was to serve successfully a full headship term, including such service given prior to 1 January 2016, as part of the first term, and who was or had been re-appointed for a second term since then, would be tenured in the higher grade as Officer in Grade, corresponding to the applicable Scale with effect from the date of the commencement of the second term.

It was also proposed that officers who had been serving during the period starting 1 January 2016, and who had, or were to have an aggregate of three years within a four-year period in the same Scale, would also be considered favourably. Furthermore, any break of up to 3 years,

equivalent to a term, from the end of one term to a subsequent new term in a headship position, albeit in a different remit, would also entitle officers to be tenured in the higher grade, provided they held an appointment to a 'Category A' position as on 1 January 2016.

After giving due consideration to the proposed transformation, the Commission approved the proposed changes. OPM Circular No 5/2017, which summed up the approved changes and which were applicable to public officers appointed on a performance agreement in 'Category A' positions in Scales 1 - 4 and, Assistant Director/Senior Manager positions in Scale 5 without objective reason at senior management level, was issued on 24 April 2017.

Meetings with the Principal Permanent Secretary

Amongst issues discussed during a meeting held with the Principal Permanent Secretary, the selection criteria adopted for selection processes was examined. It was considered that candidates who showed aptitude more than others were to be rewarded for it. In most cases, aptitude was more important than knowledge, as the latter could be garnered later once the officer was in the post/position. An element of marks could even be allocated for *suitability for the post/position*.

The Commission agreed to discuss the matter further. However, it stressed that any changes to the criteria should not, in any way, decrease the transparency of the selection process or the accountability of the Selection Board, whose members would be required to be able to justify the marks awarded to each candidate under each criterion and sub-criterion.

Classification Agreement pertaining to the Education Class

During the year under review, the Commission was consulted by the Ministry for Education regarding certain provisions which were being proposed for inclusion in the new classification agreement pertaining to the Education Class.

A point of interest for the Commission concerned the possibility for an officer to revert to his previous grade without the need to apply through a call for applications.

The Commission considered that the Manual on Resourcing Policies and Procedures already provided for similar cases if for medical reasons. After considering the rationale behind such an inclusion, the Commission agreed that teaching grades governed by the agreement could apply to revert back to a grade previously occupied by the incumbent and management was to consider favourably, following a successful colloquium, provided that a real vacancy existed and that the incumbent participated in an induction programme for the reversion grade if he/she had been occupying the current post for more than three full scholastic years. The Ministry for Education was, nonetheless, reminded that an appointment to a lower grade required its authorization, as such appointment was not covered by the delegation of authority, given that it was not following a selection process.

Recognition of service rendered by public officers with Trade Unions

Public officers released on grounds of public interest with Trade Unions remained in their substantive grade albeit the positions they held within the respective Union structures carried a higher level of responsibility.

The Commission was aware that in the execution of their duties as Union officials, these officers were not only providing a necessary service to their members in Industrial Relations, but they would have relinquished on opportunities for advancement in their respective career stream. Furthermore, during the course of their duties, they constantly discussed and negotiated with counterparts who held higher positions than theirs, on behalf of the Public Administration.

The Commission was also aware of the high level of commitment such positions entailed. With the spirit of promoting and acknowledging Social Dialogue, the

Commission considered a proposal it had before it and agreed that officers who held the two uppermost positions of the central administration of a Union's structure were to be tenured in Salary Scale 4. Two other officers who held the next uppermost positions of the central administration of a Union's structure were to be tenured in Salary Scale 5. Such appointments were made on condition that the officers had been released on grounds of public policy and that they had four years' service in the respective position within the Union or an aggregate of 10 years' release with the Union at a lower level. Also, a maximum of eight Section Secretaries (or analogous role) within the Union's structure were to be tenured in Salary Scale 6.

Restructuring and reorganisation exercise relating to employees performing customer care duties in the Malta Public Service

During 2017, the Administration informed the Commission of its intention to carry out a re-structuring and a re-organisation exercise of Customer Care Sections across the Public Service. Government was to implement this exercise through a pilot project, and Mater Dei Hospital was identified as a starter. Other government departments were to follow.

The Commission considered that improving on the quality of service provided to customers as well as establishing a structure within which employees performing customer care duties were reorganised, was a commendable initiative. The new structure was to comprise of Customer Care Assistants, Customer Care Officers, and Manager (Customer Care). The Commission authorised the assimilation of the public officers who were performing duties related to Customer Care within Mater Dei Hospital to the new grades.

Public officers were assimilated as indicated below:

- Officers in Salary Scales 17/16/15 were assimilated as Customer Care Assistants in Salary Scale 15 on a point to point basis, provided that those officers who were not in possession of a relevant recognised MQF Level 4 qualification committed themselves to obtain such qualification within one year from appointment;

- Officers in Salary Scale 14 were assimilated as Customer Care Assistants in Salary Scale 14 on a point to point basis, provided that officers who were not in possession of a relevant recognised MQF Level 4 qualification committed themselves to obtain such qualification within one year from appointment;
- Officers in Salary Scale 13 or 12 were assimilated as Customer Care Officers in Salary Scale 12 on a point to point basis, provided that officers who were not in possession of a relevant recognised MQF Level 5 qualification committed themselves to obtain such qualification within one year;
- Officers in Salary Scale 11 were assimilated as Customer Care Officers in Salary Scale 11 on a point to point basis, provided that officers who were not in possession of a relevant recognised MQF Level 5 qualification committed themselves to obtain such qualification within one year; and
- Officers in Salary Scale 10 were to retain their current nomenclature of Customer Care Officials and Salary Scale 10 on a personal basis. They were eligible to apply through a call for applications for Manager (Customer Care) in Salary Scale 10 provided they were in possession of a relevant recognised MQF Level 6 qualification.

Transformation of positions without an objective reason into positions of an indefinite nature

The Commission welcomed the change introduced through OPM Circular No. 4/2017 whereby positions within the Public Service, and which were not in a senior management level, were no longer covered by a three-year definite contract with the possibility of attaining an indefinite status by the fourth year in employment but were filled on an indefinite basis. Only the applicable probationary period tied to the position was to determine whether an officer would be confirmed in the position or not. That notwithstanding, positions which carried an objective reason were still to be filled on a definite basis.

To that effect, the Commission approved several requests from Ministries for the transformation in engagement from a definite to an indefinite status in the same designation of one's definite appointment.

Means of publication of selection results

Following a proposal referred by the Malta Union of Midwives and Nurses, and after seeking the views of the Commissioner for Information and Data Protection, the Commission agreed that results following selection processes were to be displayed not only on the respective Ministry's notice board, but also on the notice board at the place where the vacancy existed.

Such a measure was considered a significant step towards continuous development of service delivery, which improved the reachability of the service provided to candidates awaiting results.

In that regard, on 4 October 2017, the People & Standards Division, within the Office of the Prime Minister, issued a letter circular to all Permanent Secretaries and Heads of Department informing them of the changes made to Section 5.1 of the Manual on the Selection and Appointment Process under Delegated Authority in the Malta Public Service. Amongst others, Heads of Department were to ensure that the SMS alert sent to candidates following the publication of results indicated clearly the places where results were being displayed.

Policy regulating re-employment, re-instatement, engagement on temporary basis of former public officers who are granted parole and re-integration of former public officers dismissed from the Service following disciplinary or criminal proceedings

During the year under review, the policy under reference had been reviewed and consolidated.

Amongst others, the revision provided for the re-integration of former public officers who were dismissed from the Public Service after being found guilty of a criminal offence including those who were released from prison after being sentenced to a term of imprisonment.

Former public officers integrated under this policy were subject to certain conditions and were to be placed in any former designation held during the previous service or in a lower grade whether within the Class or as an Officer in Grade, as determined by the Re-Employment and Re-Instatement Committee, according to the circumstances of the case. A former public officer whose last appointment in the Public Service was in a fixed-term position was to be placed in that same position.

The Commission considered that if former public officers who had been granted parole in terms of the Restorative Justice Act (Cap.516 of the Laws of Malta), were granted a temporary engagement during their parole period, it was only reasonable that the same persons were given another opportunity to re-integrate within the public service. In the circumstances, the Commission welcomed and approved the changes to the existing policy.

B. Issues relating to disciplinary procedure

Cross examination of witnesses

During a Human Resources Forum, reference was made to clause 6.4.5(2) of the Manual on Disciplinary Procedures in the Malta Public Service which states that:

“All witnesses may be cross-examined by the officer charged or his/her representative, by the Head of Department or his/her representative, and by the Chairperson and the members of the Board. No leading questions may be asked. The witnesses shall be heard in the following sequence:

- *the evidence of the Head of Department (if s/he chooses to testify);*
- *witnesses appearing on behalf of the Head of Department;*
- *the evidence of the officer charged (if s/he chooses to testify);*
- *witnesses appearing on behalf of the officer charged, produced in support of his/her case.”*

One of the attendees raised concern to the foregoing since, before the Courts, parties to the case were permitted to pose leading questions while cross examining witnesses.

The Commission considered that once legal assistance was not mandatory during disciplinary hearings, it would be inappropriate for any party to the case to pose leading questions at any stage of the hearing. Whilst a Disciplinary Board was to afford a fair opportunity to both sides throughout, it was encouraged to dispense with all undue formalities.

In the circumstances, the Commission considered that clause 6.4.5(2) of the Manual on Disciplinary Procedures in the Malta Public Service was to remain as it was. Whilst witnesses could be cross-examined, no leading questions were to be asked.

Evidence by departmental representative

The Commission was asked to give its direction as to whether the departmental representative could give testimony during the disciplinary board hearing.

The Commission considered that regulation 7 of the Disciplinary Regulations, 2017, provided for the Head of Department to be present or to be represented by any person or persons of his/her choice, at every stage of any hearing before the Board or before the Commission. Also, the Head of Department could give his/her testimony and could be cross-examined by the other party.

As such, a departmental representative was to be equally considered and could give his/her testimony during the hearing and be cross-examined by the other party.

Written or verbal admonishment

The Commission was asked to give its direction in the case of a public officer, who committed a minor offence which merited a written admonishment, while under a valid warning of dismissal. Direction was required as to whether the admonishment would have effect on the warning of dismissal.

The Commission determined that an admonishment, whether written or verbal, was only considered as an administrative measure taken by a supervisor or a Head of Department. It was no longer considered as a disciplinary measure.

As such, in the scenario presented, the admonishment given by the Head of Department was to have no effect on the warning of dismissal even if the latter was still valid.

Disciplinary action against public officers after leaving the service

A Board of Inquiry, set up in terms of regulations 3 and 4 of the Inquiries Act, determined that a number of public officers had failed to perform their duties diligently. The Head of Department considered it appropriate to take disciplinary action against these officers. However, it transpired that some of these officers had, in the meantime, retired. Advice was sought as to whether any action could be taken against such officers.

The Commission considered that regulations 33 and 34 of the Disciplinary Regulations laid down the procedure to be followed when a public officer left the service while disciplinary or criminal proceedings were still pending. The application of same required that proceedings were initiated before the officer left the service.

In the circumstances, since as recounted, the officers had retired, there was no possibility of taking any disciplinary action in their regard.

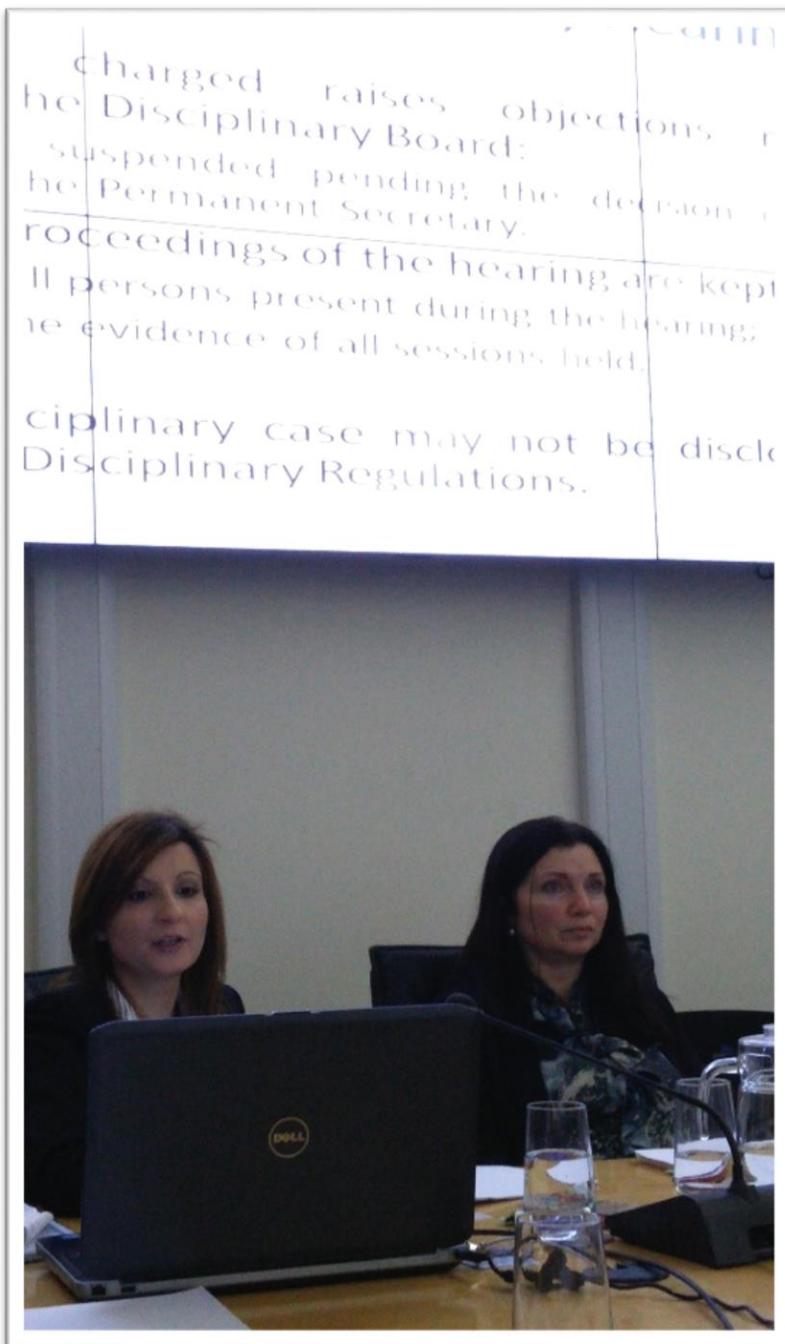
VI. Other Business of the Commission

Outreach Sessions

Concurrently with the coming into force of Directive 11 on 1 March 2017, and the introduction of the Public Service Commission Disciplinary Regulations, 2017, seminars were organised by the Office of the Public Service Commission and the People and Standards Division during an outreach programme with all line ministries.

Ms Jacqueline Bonnici, Assistant Director (PSC), from the Office of the Public Service Commission, and Ms Charmaine Busato, Assistant Director (Standards and Integrity), from the People and Standards Division, Office of the Prime Minister, organised and delivered these information sessions. Together they gave an overview of the new regulations and explained the implications of the manual appended to Directive 11 .





Team Building Activity - *Good Communication*

The year 2017 brought with it several changes within the staff complement at the Office of the Public Service Commission. During the course of the year newly-recruited public officers from the general service stream joined the team and replaced other officers who were either transferred to other ministries, or who had terminated their service. Furthermore, three additions were effected to reinforce the Compliance Unit.

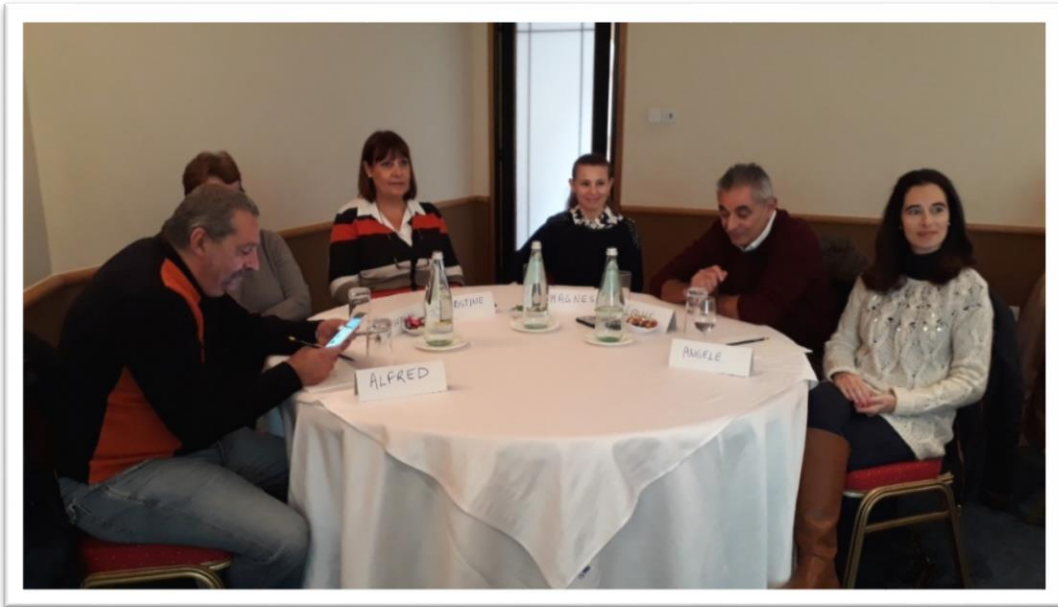
By the last quarter of the year, the administration felt it propitious to get the staff away from the daily work environment with a view to enhancing social relations in a more relaxed set-up.

A team building activity was organised on 5 December 2017, with the main theme being *Good Communication and Motivation*.

This day-long activity consisted of a workshop managed by a professional training consultant. Presentations were delivered on various topics including communication skills, motivation and the development of an effective team. Discussions held were intense and participative. Indoor and outdoor team building activities were also coordinated. Such activities allowed members of staff to connect better and develop a solid understanding of one another's capabilities and strengths. Everyone was put in a trusting and agreeing mood whereby elements of confidence, creativity and energy were sparked.

By the end of the day, the team's morale was definitely boosted. Back at the office, the team could then work through situations in an amicable manner. The objectives were definitely met and, undoubtedly, the activity led to an atmosphere where trust, understanding and motivation triumphed.



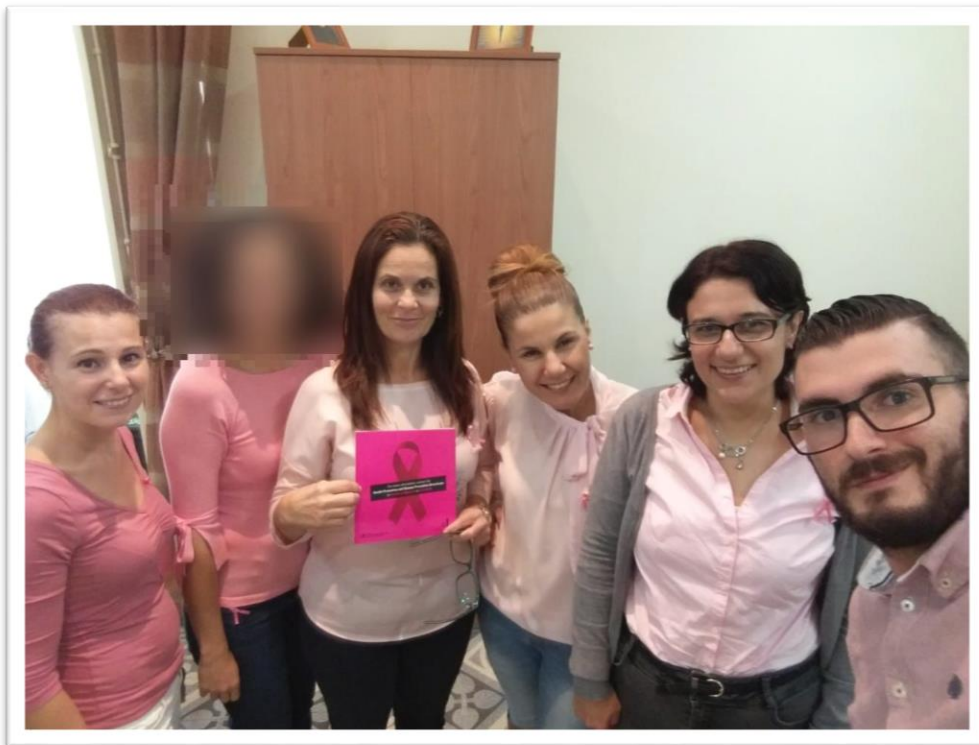


Social Activities

Pink October Fund Raising Activity



As part of the Pink October Campaign, on Thursday, 26 October 2017, the Office of the PSC organised a pink-dress-down day, where everyone, including the members of the Commission and staff, following the weekly meeting of the Commission, got together for a drink and some nibbles against a monetary donation, proceeds of which were forwarded to the Action for Breast Cancer Foundation.



Movember Fund Raising Activity



A similar fund-raising activity was held on 21 November 2017, this time on a blue-dress-down note, to commemorate the month dedicated to men's health awareness. Donations collected were presented to the Malta Hospice Movement.



Appendix 1

Public Service Commission Chairpersons

Mr L H Gorsuch, CBE
05.08.1960 - 31.10.1963

Judge W D Harding, CBE, KM, BLitt, LL.D
05.11.1963 - 04.11.1971

Dr G Zammit, BA, BA (Hons) Lond, BD (Rome), LL.D
05.11.1971 - 31.10.1977

Dr C Cassar, MD, MRCP, PhC, KM, CSTJ
20.01.1978 - 19.01.1980

Mr C Giuliano
20.01.1980 - 31.12.1981

Mr G Craig
12.01.1982 - 25.02.1984

Mr M J V Bonello
01.04.1984 - 08.08.1986

Mr P V Attard
01.09.1986 - 11.08.1987

Dr A G Camilleri, BA, LL.D
12.08.1987 - 11.08.1992

Prof E Borg Costanzi, BSc, BE&A, A&CE, MA (Oxon)
12.08.1992 - 11.05.1996

Mr A Galdes, MOM, BA (Hons)(Econ), FCIB
12.05.1996 - 28.02.1997

Mr J J M Curmi, MPA, DPA, FIFD
12.05.1997 - 11.06.2003

Mr A Fiorini Lowell
12.06.2003 - 11.06.2010

Mr P A Attard, Dip Educ (Admin & Mgt)
12.06.2010 - 17.06.2013

Mr L P Naudi
18.06.2013 -

Appendix 2

Secretaries to the Public Service Commission

Mr H Miller, Secretary Designate

06.07.1960 - 16.12.1960

Mr H Miller, Secretary

17.12.1960 - 23.03.1969

Mr G Soler, Secretary

24.03.1969 - 08.03.1973

Mr A Piccinino, Acting Secretary

09.03.1973 - 30.11.1973

Mr C Vella, Acting Secretary

01.12.1973 - 21.09.1975

Mr P Vassallo Cachia, Secretary

22.09.1975 - 09.09.1983

Mr P V Attard, Secretary

01.01.1984 - 16.09.1985

Mr R V Mifsud, Secretary

23.12.1985 - 31.12.1988

Mr N Scicluna, Secretary

05.01.1989 - 26.11.1993

Mr J Bonello, Acting Secretary

27.11.1993 - 15.10.1995

Mr G Saliba, Acting Secretary

16.10.1995 - 03.12.1995

Mr J Bonello, Acting Secretary

04.12.1995 - 02.05.1996

Mr N Worley, Acting Secretary

03.05.1996 - 18.02.1999

Mr N Worley, Secretary

19.02.1999 - 12.04.2001

Mr R Saliba, Acting Secretary

13.04.2001 - 20.06.2001

Mr R Saliba, Secretary
21.06.2001 - 09.01.2004

Mr P Sammut, Secretary
10.01.2004 - 08.01.2010

Mr P Sammut, Executive Secretary
09.01.2010 - 16.04.2010

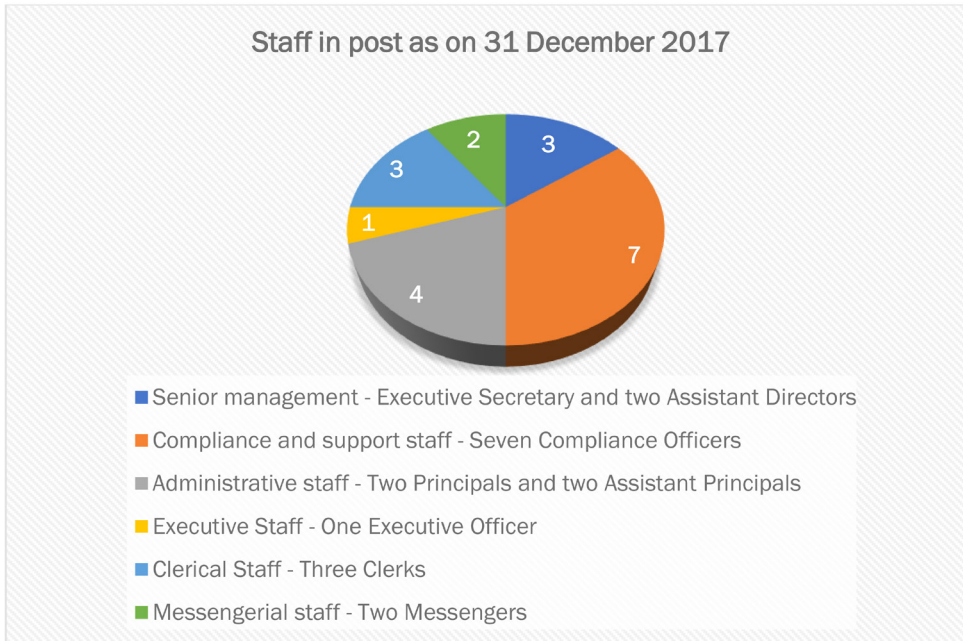
Mr C Polidano, Executive Secretary
17.04.2010 - 28.02.2014

Ms C Schembri, Executive Secretary
01.03.2014 -

Appendix 3:

Office of the Public Service Commission

(i) Staff complement



(ii) Commission's expenditure

