

Manual
on
Staff Development in the Public Service

Second Edition
2008

Contents

Foreword

1. Principles of Staff Development

2. Identification of Training Needs

3. In-Service Training

- 3.1 Central Training
- 3.2 Departmental Training
- 3.3 Welcoming Newly-Recruited Staff
- 3.4 Mentoring and Coaching

4. External Training - General

- 4.1 Considering the Options
- 4.2 Authority to grant Sponsorships, Paid and Unpaid Study Leave
- 4.3 Study Leave - General Guidelines
- 4.4 Service Obligation
- 4.5 Rules Governing Scholarships
- 4.6 Discontinuation of Studies on Grounds of Ill-Health
- 4.7 Doctorate and Post-Doctorate Studies

5. Local External Training

- 5.1 Government Sponsored Local Courses
- 5.2 Courses Undertaken on Own Initiative
- 5.3 Other Local Courses
- 5.4 Facilities for Time-Off
- 5.5 Duty During the Summer Vacation
- 5.6 Permission to attend Local Conferences, Seminars, etc.

6. Overseas External Training

- 6.1 Identification of appropriate Training Programmes
- 6.2 Government Sponsored Courses
- 6.3 Fellowships, Scholarships by Foreign Governments and International Organisations
- 6.4 Courses undertaken on Own Initiative
- 6.5 Medical Examination
- 6.6 Investments by Government Officers undergoing Courses of Study Abroad
- 6.7 Duty During the Summer Vacation
- 6.8 Income Tax

7. Evaluation of Training

- 7.1 Concepts for Evaluation of Training Programmes
- 7.2 Submission of Reports on Training Programmes

Appendices

- Appendix I Form of Undertaking for Government Scholarship Holders
- Appendix II Form of Undertaking for Scholarship Holders not in Government Service
- Appendix III Rules Governing the Award of Scholarships

FOREWORD

Welcome to the second edition of the Manual on Staff Development in the Public Service.

An essential component in the process of decentralisation is making sure that all the relevant information is made available to those who have been entrusted with these new responsibilities. This was the rationale behind the publishing of the first edition of the Manual, issued in August 1999 together with OPM Circular no 32/99, which was the instrument by which the authority to grant paid or unpaid study leave was delegated to line Ministries and Departments through the respective Permanent Secretaries. The Manual laid down the guidelines that should be followed in matters regarding the policy of training and development.

Nonetheless we still received various enquiries and, to this day, are often asked to give advice on a number of individual cases. At times, even a matter of interpretation would arise. In this edition, therefore, we have tried to capture these queries and have consequently updated the first edition by including clarifications where necessary, and, also, by catering for emerging developments that are occurring in the field of learning. A case in point would be the recognition of Distance Learning in the area of external training.

Another major clarification is that which regards the interpretation of the term ‘sponsorship’ where the granting of study leave should be considered as such, as much as the actual payment of tuition fees; the reasoning being that study leave too carries a cost and, therefore, monetary value.

I wish to reiterate, however, that this manual does not indicate an abdication of responsibility on SDO’s part. First of all, the reciprocal obligations as laid out in the circular remain. Consultations with SDO “to ensure consistency and transparency across the Public Service” and the bi-annual statistical returns which SDO requires from all Ministries are still expected. Beyond that, though, we are also willing to keep up and even strengthen further our ties with individual Ministries and Departments. In this regard, Directors, Corporate Services and Human Resources Managers are strongly encouraged to take up our invitation to strengthen these links, particularly when drawing up Ministerial or Departmental training plans.

We look forward to working with you.

Joanna Genovese
Director
Staff Development Organisation

STAFF DEVELOPMENT IN THE PUBLIC SERVICE

1. PRINCIPLES OF STAFF DEVELOPMENT

1.1 It should be recognised that any organisation, public or private, depends on the knowledge, skills, expertise and motivation of its human resources. The development needs of employees should, therefore, be amongst an organisation's major and long-term aims. This priority need can be addressed by:

- providing employees with training opportunities to achieve maximum effectiveness in the shortest possible term;
- ensuring that employees develop their skills and capabilities to be able to operate flexibly and respond rapidly to changes within their organisations;
- ensuring that the best use is made of the natural abilities and individual skills of all employees for the benefit of the organisation and their career.

1.2 Development and training is a continuous and systematic process. All training should be based on the identification of the organisation's needs related to its corporate functions, policies and objectives within the general administrative framework of the Public Service. The process of training should necessarily be directed to inculcate in every employee a sense of professionalism, excellence, motivation and customer satisfaction, but also a sense of the values and ethos of the Public Service; an awareness of the fact that, whatever their roles, employees are first and foremost public officers.

2. IDENTIFICATION OF TRAINING NEEDS

2.1 Training is not effective unless it has a purpose and that purpose can only be defined if the training needs of an organisation and its employees are identified and analysed. Such an analysis should concentrate on how an organisation is performing and how it should perform; the skills and abilities of its workforce and whether they are related to the organisation's needs; what individual employees are actually doing and what their duties should be in relation to the overall performance targets of their employing organisation.

2.2 Training needs, therefore, should primarily be analysed for the organisation as a whole, secondly for groups or units with particular functions and thirdly for individual employees. These needs should be summarised in order to establish the areas and priorities for training and the form of training to be adopted. This overall summary should include the following information:

- the number of employees in each category;
- the number of employees requiring training;
- the type of training to be provided [in-service or external]; and
- an indication of training priorities.

3. IN-SERVICE TRAINING

3.1 Central Training

3.1.1 Central training incorporates the training activities which are organised by the Staff Development Organisation (SDO) at the Office of the Prime Minister. In its role as the central Government training organisation, the SDO is responsible for policy and direction of training activities within the Public Service. It gives advice and logistical support to departments for the identification of training needs and subsequent organisation of training programmes. The SDO maintains contact with local and overseas educational institutions and training organisations in order to provide up-to-date information and advice on career development. The role and functions of the SDO were clearly specified in OPM Circular No 1 of 1991 issued on the 16 January 1991.

3.1.2. In addition, the SDO regularly conducts service-wide training programmes for officers in different categories according to the needs identified by the various Public Service organisations including Ministries, the Management and Personnel Office as well as the Management Efficiency Unit. Courses are normally organised during office hours and members of staff are released to attend these training programmes. Language courses are usually held after office hours. Further details can be found in the SDO annual Prospectus.

3.2 Departmental Training

3.2.1 Departments are responsible for ensuring that staff have a clear understanding of all the functions and activities of the department where they are deployed. Although on the job training is an effective training method, it has to be supplemented by training activities for all levels of employees. There should be systematic and regular training programmes directly related to the needs of the department and the individual employee.

3.2.2 Training functions within each Ministry are to be supported by the Department for Corporate Services. Officers whose function is related to human resource development would be particularly responsible for this training function which includes:

- organisation of training courses for all categories of employees. SDO's support may be solicited in order to identify training needs as well as to formulate and design programmes appropriate to the needs of employees;
- identification of members of staff who, after being given adequate training, can deliver effective training programmes in their area of expertise;
- preparation of instructional handouts and other training material;

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- provision of the required logistical support in regard to accommodation facilities for the holding of courses and the availability of training equipment;
 - formulation of long-term training plans to ensure the provision of annual funds for training activities within the Ministry;
 - publication of periodical reports on the training function which would serve to evaluate and analyse the cost-effectiveness of the training activities organised within a specific term.

3.2.3 The *SDO Training Guidelines*, should provide useful advice on implementing the training function within Government organisations.

3.3 Welcoming Newly-Recruited Staff

3.3.1 Departments are to ensure that new recruits in all grades and categories should be made aware of the functions and objectives of their employing organisation. They should also be informed about their role and responsibilities and how their work integrates in the overall set-up of the department.

3.3.2 It is important that new employees are provided with the opportunity to feel welcome within their work environment as from the initial stage of their engagement. In this regard the following arrangements may be adopted:

- a) An officer, not below the grade of Senior Principal, is to meet new recruits. He/she should ensure that each newcomer has a friendly reception, a prepared place of work, an adequate introduction to colleagues and a clear, brief explanation of the department's work and the newcomer's role therein. A meeting with the Head of Department should also be arranged within the first days of engagement.
- b) After this general overview of the department, the new recruit is to be guided to the section where he/she is being assigned duties and introduced to the Head of Section. The Head of Section will provide a general overview of the new employee's duties and, in turn, introduce him/her to all the employees in the section.
- c) During the initial term of engagement, the new employee should be put under the charge of an experienced and responsible officer for guidance and on the job training. During this phase he/she should:
 - be given useful hints on office procedure and technical terms which are of common use;
 - be informed about methods of dealing with correspondence, personal enquiries from members of the public and about telephone behaviour;

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- be informed about the department's organisational structure, indicating the names of the senior officers and their general responsibilities; at the first opportunity, the newcomer should also be shown round the various sections of the department;
 - be made aware of the importance to be accurate in his/her duties and to determine priority in his/her work in consultation with his/her superiors; and
 - be told about the main rules and regulations of the section and provided with information about his/her conditions of work, including working hours, salary scale, leave entitlements etc.

This can take the form of a coaching or mentoring relationship where an employee is attached to another experienced and trained employee who will help the new recruit during his or her induction.

A recruit should be sent on an induction programme at the first available opportunity, to be imparted with a sense of the wider scenario and new general workings and core values of the public service.

3.4 Mentoring and Coaching

3.4.1 Mentoring and Coaching can be used in various circumstances as part of employees' development. A mentor and/or a coach can be very helpful to an employee's development in an organisation and can be pivotal in the transmission of a positive organisational culture to new recruits in particular.

3.4.2 The roles of mentor and coach differ in several ways. The mentor, a person with broad experience, acts as a counsellor, providing advice on career paths and development opportunities. The coach is more of a tutor, observing work and actions, providing comments on execution, and teaching skills which may be lacking. Coaches can come from many sources. A coach can be a colleague, a manager, or an employee, and does not have to come from the same function or division in which the employee works.

3.4.3 Both mentoring and coaching must be viewed as long-term relationships – a commitment should be obtained before the relationship is established. The mentor provides guidance and opportunities for practice. The coach observes and critiques the performance and provides employees with an outside perspective on their skills.

3.4.4 For more information on implementing a mentoring/coaching programme refer to the *SDO Training Guidelines*.

4. EXTERNAL TRAINING – GENERAL

4.1 Considering the Options

4.1.1 When it is not possible to provide in-service training in specific and specialised areas, departments have to use external, local and overseas resources in order to enhance the academic level and particular skills and abilities of their employees. This type of training requires careful planning and study. Courses offered by local and overseas educational institutions and training organisations should be evaluated beforehand so as to ensure that they provide the type and level of training required by the department and each employee.

4.1.2 External training is a useful tool for the development of managerial, supervisory, professional and technical skills. It should provide quality training which might be unavailable internally. It can be used to implant highly specialised knowledge or advanced skills and has the added advantage of broadening the horizons of those exposed to it. This form of training should be regarded as a complementary activity which serves to stimulate learning or provide knowledge and skills that cannot be obtained through in-service training. However, it should always be subsidiary to what an individual does and learns in his/her normal place of work.

4.1.3 A department may resort to this form of training, either locally or overseas, through the grant of:

- a) full or partial Government sponsorship to public officers and persons selected for appointment in the Public Service;
- b) partial Government sponsorship to officers who are awarded scholarships or bursaries by foreign Governments, international bodies and organisations after direct and outright nomination by the department or after selection limited only to serving officers;
- c) facilities of study leave (paid or unpaid) or time-off to individual officers who on their personal initiative, follow courses either locally or overseas.

4.2 Authority to grant Sponsorships, Paid and Unpaid Study Leave

4.2.1 Before officers are allowed to attend local or overseas courses for periods of up to and including one academic year, whether on paid or unpaid study leave, the necessary prior approval of the Permanent Secretary of the respective ministry, should be obtained. Such authority may be granted subject to the availability of funds under the department's vote, as well as according to the needs and exigencies of the department concerned and the Public Service, in general.

4.2.2 Officials granted sponsorship to attend degree/diploma courses should be selected through a service-wide or Ministry/Department selection process following the issue of a call for applications. In the case of sponsored courses

extending beyond one academic year, prior approval from the SDO should be sought.

4.3 Study Leave – General Guidelines

The following guidelines are to be observed in the granting of study leave:

- a) paid and/or unpaid study leave may only be granted to an officer who has completed at least one year's service;
- b) paid study leave to officers who have less than one year service may only be granted:
 - (i) to newly-recruited officers when the qualification obtainable after successful completion of the course is tied to an appointment and
 - (ii) to officers who are selected to follow specific training programmes which had been previously identified by the Ministry/Department prior to their engagement;
- c) serving officers who are granted paid study leave may be considered for appointment during the period of the approved paid study leave;
- d) serving officers on unpaid study leave will only be eligible for an appointment if:
 - the officer resumes duties: in this case the officer will not be granted further unpaid study leave before the lapse of one year from the date of resumption of duties;
 - the appointment will not prejudice the chances for appointment of other contestants for the post and the studies are of benefit to the service; and
 - the effective date of appointment and resultant seniority will be the date when the officer resumes regular duties.

4.4 Service Obligation

4.4.1 When officers attend courses of study which involve the expenditure of public funds in any form (including the payment of salary), they are required to sign an undertaking binding themselves to serve their Ministry/Department for a specific term as indicated at paragraph 3 of Appendix III to this Manual. Whatever the duration of the course, however, the total period for which officers are bound for one particular course, should not exceed five years. The undertaking is to be in the form shown at Appendix I to this Manual. If the course of study leads to the acquisition of academic qualifications, or is judged to involve a considerable expense, officers will also be required to either enter into a formal act of hypothecation with their Ministry/Department in guarantee of fulfilment of the undertaking, or provide for the issue of a bank guarantee in favour of the Ministry/Department.

4.4.2 Officers taking up a course of training which is a pre-requisite for appointment are normally required, in terms of the relative call for applications, to enter into a contract to serve their Ministry/Department and to hypothecate their property in guarantee of fulfilment of the terms of the contract.

4.4.3 Scholarship holders not in Government service who are granted a scholarship following which no appointment is envisaged, should sign the Form of Undertaking shown at Appendix II to this manual.

4.4.4 Officers who throughout their service career benefit from more than one scholarship are to serve their obligations in strict chronological order and in accordance with the date of the signing of the relative undertaking and/or deed.

4.5 Rules Governing Sponsorships

4.5.1 The rules governing the award of sponsorships are at Appendix III to this manual. Every person signing an undertaking as contemplated in sub-paragraph 4.4 above is to be made fully aware of these rules which he/she is required to sign and retain a copy thereof.

4.5.2 These arrangements should be strictly adhered to by Heads of Department in order to ascertain that the conditions for the training are standardised and all public officers are fairly treated, irrespective of their grade and place of work.

4.5.3 Heads of Department are to keep the following points in mind in awarding sponsorships to follow courses of training:

- a) utmost care should be taken in the selection of the awardees, in order to minimise the chances of failure;
- b) undertakings/agreements must be signed before the persons commence their studies or training and/or proceed abroad;
- c) immediately on failing to successfully complete the prescribed course, the sponsoring department should issue a formal claim for refund; the departmental official concerned with this process will be held personally responsible for any loss to Government funds;
- d) where legal action is indicated, prompt steps are to be taken by the respective departments through their legal office or the Office of the Attorney General, as applicable, without needless recourse to the Office of the Prime Minister or the Ministry of Finance for agreement to such line of action.

4.5.4 A sponsored officer whose course is terminated or suspended or who fails to serve his/her Ministry/Department as he/she has bound himself/herself to do, may be required to refund all or any part of the disbursements made to him/her or on his/her behalf.

4.6 Discontinuation of Studies on Grounds of Ill-Health

4.6.1 Courses of Study abroad

Every candidate undertaking a course of studies abroad is to report any physical or mental illness which makes it impossible for him/her to continue with his/her studies to the Embassy of Malta, High Commission or Consulate in the country where he/she is staying. The Malta representative will then engage a doctor to examine and report on the candidate's state of health. In those countries where Malta has no resident diplomatic representation a candidate falling sick and having to abandon his/her course is to bring back with him/her to Malta a medical certificate from a qualified medical practitioner indicating why he/she is unable to continue with his/her studies. Any such certificate should be authenticated by the appropriate authorities in the country in question. Unless such a certificate is produced, no consideration can be given to any request for abatement of the amount due to be refunded.

4.6.2 Local courses of study

When a candidate undergoing a course of study locally is unable to continue with his/her studies because of any physical or mental illness, he/she is to be referred for examination to the Director General, Health Division who will report on the candidate's state of health. Consideration of any request for abatement of the amount due to be refunded will only be given where an official certificate of ill-health is produced.

4.7 Doctorate and Post-Doctoral Studies

4.7.1 The grant of long-term paid study leave to officers who intend to follow courses and undertake research leading to doctorate and post-doctoral qualifications should be approved only if the need to follow this level of studies is identified by Government. In this case, the officers who could benefit from paid study leave should be selected through a service-wide or Ministry/Department selection process and after the issue of a call for applications. Prior approval from the SDO should also be obtained.

4.7.2 The grant of paid study leave for short periods not exceeding a total of two months in one calendar year, may be approved subject to the general conditions for the grant of this type of study leave as specified at paragraphs 5.4 and 6.4.

4.7.3 On the other hand, officers who wish to undertake doctorate or post-doctoral studies and research on their own initiative, may be granted unpaid study leave for the duration of their studies. The grant of unpaid study leave for this purpose is strictly governed by the conditions set out at paragraph 5.2.1.

5. LOCAL EXTERNAL TRAINING

5.1 Government Sponsored Local Courses

5.1.1 Serving officers who are selected by Government to undergo courses for specific needs identified by the Government may be granted the following:

- a) paid study leave;
- b) payment of course fees, if any;
- c) a book and equipment allowance as specified in the relative circular/call for applications; the allowance is payable during the course of each academic year.

5.1.2 Persons who undergo courses of training locally which are a pre-requisite for appointment and who were not in the service on a regular, full-time basis, or were employed on a part-time or casual basis on the date on which the notice calling for applications was issued, are entitled to:

- a) a personal allowance of €139.74/Lm60 per month;
- b) payment of course fees, if any;
- c) a book and equipment allowance as specified in the relative circular/call for applications; and
- d) if married, a dependants' allowance on the following scale:

Spouse	- €1851.55/Lm795 per annum	} up to a maximum of €3703.11/Lm1590pa
Children	- €17.19/Lm265 per child per annum	

5.1.3 A scholarship holder may not engage in any paid employment without the permission of the Head of the respective department. Where such permission is given, the personal allowance is reduced by an amount equal to the remuneration received in respect of such employment.

5.2 Courses Undertaken on Own Initiative

5.2.1 Officers who undertake courses on their own initiative may normally be granted study leave without pay on condition that:

- a) the officers concerned should have been employed in Government service for a minimum period of one year;
- b) the officers provide documentary evidence from the training organisation concerned, confirming that they have been admitted to the course of study/training; and
- c) there are no objections from the Head of the officers' employing department.

5.2.2 Officers who have been employed in Government service for less than one year may be granted thirty days unpaid study leave subject to the conditions at (b) and (c) above.

5.2.3 Approval of unpaid study leave may be granted for an initial period not exceeding one year. It may, however, be renewed on an annual basis for the duration of the course of studies originally undertaken by the employee. Such an extension of unpaid study leave should be conditional to progress in the officer's studies.

5.2.4 In the case of courses undertaken at the University of Malta, officers are to report for duty during the University summer recess within their respective department and they will receive their substantive salary. They will also be entitled to pro-rata vacation leave and sick leave.

5.2.5 In certain circumstances, officers may be granted paid study leave for short periods. Requests for paid study leave are considered:

- a) on the production of satisfactory documentary evidence confirming the officers' admission for the course;
- b) if the course has a direct connection with the officers' current duties;
- c) provided the employing departments are able to release the officers without needing a replacement.

5.2.6 The Rules Governing the Award of Scholarships at Appendix III apply when granting paid study leave.

5.2.7 In the case of full-time courses, the grant of paid study leave or payment of any funds related to full-time study is subject to the following provisions:

- a) officers may only be granted paid study leave to undergo a course for specific priority needs identified by Government;
- b) selection should be made after the issue of a service-wide or Ministry/Department call for applications and selected officers would be granted paid study leave and/or payment of tuition fees for the duration of their course; and
- c) such granting of study leave or any other study-associated grants will be made and revised on an annual basis and their extension will depend on the officers' progress in their studies.

5.3 Other Local Courses

5.3.1 Apart from facilities provided by the University of Malta, a number of public sector and private training organisations are available locally and it is important that a detailed evaluation of the courses on offer is made before employees are authorised to attend courses organised by these bodies.

5.3.2 Private training organisations may also be approached in order to organise training programmes in specific areas when the necessary expertise is not available within the public sector. In this event, it is important that departments should initially discuss this alternative with the SDO prior to finalising arrangements with the training organisations concerned.

5.3.3 When granting any form of sponsorship it is important to keep in mind that training, whether local or abroad, is an investment in people which, apart from benefiting the individual, should be of great benefit to the organisation. Hence, careful study of the Return on Investment the government will achieve must be made, based on the criteria outlined in this Manual.

5.4 Facilities for Time-off

5.4.1 The grant of time-off to public officers in order to attend courses of study during office hours is bound to cause some disruption to the employing department. Therefore, time-off should be granted very sparingly except where it can be shown that such attendance would clearly be beneficial to the Public Service. A general condition for the grant of time-off is that an officer must show that the course he/she desires to attend is not available after normal working hours. Time-off will commence at the time the officer leaves his/her place of work until the officer returns to his/her desk or until the officer's clocking off time.

5.4.2 Subject to the above conditions, the grant of time-off is regulated as follows:

a) **Compulsory attendance** - Where attendance at lectures is insisted upon by the employing department, time-off may be granted without the need to compensate for lost working hours by after-hours attendance.

b) **Non-compulsory attendance** -

i) **Background or vocational training** - Where officers seek to attend lectures or courses with a vocational bias and having a definite bearing on their work, time-off may be allowed subject to the officers concerned making up to 50% of such time-off by after-hours attendance and provided work is not allowed to accumulate or fall in arrear;

ii) **Non-vocational training** - Where officers seek permission to attend courses which have no direct connection with their work and are not likely to make them more efficient in their duties, time-off, within a limit of six hours per week, may be granted on condition that it is compensated for by an equal period of attendance outside office hours and subject to its grant not causing any inconvenience or additional expenditure.

5.4.3 Where time-off is granted, its continuation is conditional on satisfactory progress in the course of studies.

5.5 Duty During the Summer Vacation

Government employees following courses of study locally are to be recalled to perform duty in their department during the period of the summer vacation of the institutions where they are following such courses of study, irrespective of whether they are on paid or unpaid study leave. The Christmas and Easter academic holidays are considered as Vacation Leave.

5.6 Permission to Attend Local Conferences, Seminars, or other personal development activities.

It is desirable to encourage staff to keep abreast of developments in particular fields. Heads of Department may, therefore, authorise the attendance of officers at local conferences, seminars and other activities held during working hours. However, in order not to disrupt unduly departmental routines, such permission should be given only if it is in the department's interest to be represented. Alternatively individual officers may, of course, utilise their vacation leave to attend conferences, seminars, or personal development activities which take place during office hours.

6. OVERSEAS EXTERNAL TRAINING

6.1 Identification of appropriate Training Programmes

6.1.1 When it is found that local educational structures do not provide courses in particular specialised areas, departments have to resort to overseas educational bodies and organisations in order to cater for the training needs of their employees. Opportunities for the training of public officers overseas are wide and varied. As in the case of local training, great care should be taken to identify the educational institutions and training organisations which provide the most appropriate and highest level of training facilities.

6.1.2 In deciding to provide overseas training to officers, particular attention should be given to the financial aspect of this type of training. In fact, overseas courses involve a high level of expenditure which comprises the payment of tuition fees, subsistence allowances, travel expenses etc. Overseas training should only be resorted to as a last option and after carefully studying its feasibility and cost effectiveness. The most effective way of providing overseas training in today's circumstances is through distance learning programmes. It is important that the need for overseas training should be identified on a long-term basis by the department itself rather than the individual officers. Overseas staff development programmes should be directly linked to departmental needs related to the implementation of projects and policies set down in departmental business plans.

6.1.3 Distance Learning Programmes

Where distance learning programmes are undertaken the conditions laid down as regards payment of tuition fees, forms of undertaking, drawing up acts of hypothecation and refunds are governed by the rules and conditions set down in this Manual.

6.2 Government Sponsored Courses Abroad

6.2.1 Public officers who are sponsored by their employing departments to follow courses of training abroad are entitled to the following payments:

- a) full salary;
- b) registration and tuition fees;
- c) subsistence allowance;
- d) book and equipment allowance;
- e) return air passage;
- f) personal insurance.

6.2.2 Subsistence allowance

6.2.2.1 The daily rates of subsistence allowance paid to officers sent for training abroad are set out in circulars issued from time to time by the Ministry of Finance. A distinction should be made between training that is **operations-linked**, ie where an individual is obliged by his Department to attend short (maximum 2 weeks) training courses/workshops/seminars that are crucial to Departmental operations and international commitments, and training that is more of an **academic/informative** nature that may add value to the individual participant but is not a requisite from a departmental perspective. When the former case applies, Departments should make a case as to why they consider that duty travel subsistence rates should apply rather than Scholarship Rates, forwarding same to SDO and copying the Ministry of Finance. Full details should be forwarded by the requesting Department and if any subsidised accommodation/meals is being made available this should be taken account of by SDO/MFIN in its decision to endorse request or otherwise.

6.2.2.2 Training subsistence allowance is paid at the travel rate (which is distinct from the duty travel rate referred to above) or resident rate in accordance with the following:

- a) the allowance is paid at the travel rate for the first sixty (60) nights spent in each country, regardless of the nature of the training programme;
- b) if the officer attending the programme is a full-time resident student, his/her allowance will be paid at the resident rate after the first sixty nights. When resident students have to undertake official short trips away from their base, their allowance will be raised to the travel rate for the specific period spent in travel. If a resident student can give proof that he/she has kept his/her permanent accommodation in the country of study during a short trip undertaken as part of his/her training programme, he/she will be entitled to reimbursement of the actual amount spent for the retained accommodation during his/her authorised absence from his/her permanent place of living;
- c) if the officer's programme calls for periods of study in several different locations, he/she is a travelling student. His/her allowance is paid at the travel rate. The allowance is reduced to the resident rate for any period spent in one location in excess of sixty nights.

6.2.2.3 The same apportionment of subsistence applicable to duty travel rates applies also to training subsistence rates ie: 60% accommodation and breakfast, 30% two main meals, 10% other expenses.

6.2.2.4 A person who undergoes a course of training which is a pre-requisite of appointment and who is not employed in the service on a regular full-time basis, or is only employed on a part-time basis, on the date on which the notice calling for applications was issued, receives allowances at (c) and (d) in sub-paragraph 6.2, a return passage and, if married a dependants' allowance on the approved scale. The rates of dependants' allowance are set out in circulars issued by the Office of the Prime Minister. They are currently as follows:

Spouse - €1851.55/Lm795 per annum	} up to a maximum of	€3703.11/Lm1590pa
Children - €17.19/Lm265per child per annum		

6.2.2.5 Subsistence allowance is paid from the night following arrival in the country of study, provided that not more than three days - five, if a Saturday and Sunday intervene - elapse between the date of commencement of payments and the start of the course. Every scholarship holder is expected to return to Malta at the first available opportunity after the termination of his/her course and subsistence allowance will only be paid up to his/her return to Malta or up to three nights beyond the termination date, whichever is the earlier.

6.2.2.6 An officer who is granted an overseas scholarship must notify his/her employing department about the date of termination of the course. This declaration is to be supported by documentary evidence from the university or other institution which he/she is attending, confirming the effective date of termination.

6.2.2.7 Subsistence allowance is not paid in respect of periods spent in Malta by scholarship holders when the cost of passages for the visit is met out of public funds. Where the scholarship holder comes out to Malta at his/her own expense, subsistence allowance will only be paid if there is an assurance that he/she will return to the country of study to complete his/her course.

6.2.2.8 A scholarship holder may not engage in any paid employment without the permission of the respective Head of Department. Where such permission is given, the subsistence allowance is reduced by an amount equal to the remuneration received in respect of such employment.

6.2.3 Book and equipment allowance

An allowance of €349.35/Lm150 is paid to officers who attend courses of study abroad of more than one month and up to one year, and of €139.74/Lm60 for each full year thereafter. The allowance is payable at the beginning of each academic year unless otherwise stated in related circulars.

6.2.4 Travelling expenses abroad

Where an officer is required to undertake journeys to complete a course of study, the actual travelling expenses incurred are refundable. Fares from home to the place of study and vice-versa are not refundable.

6.2.5 Luggage expenses

6.2.5.1 Officers and persons selected for a course of studies prior to appointment, attending courses of not less than six months duration, are refunded luggage expenses on 100kgs of luggage (packed so as not to exceed 0.3 cubic metres (m³) in volume). Such luggage is to be transported by the cheapest means possible and is additional to any free baggage allowed by the transport company they travel with. No payment is made for the transport by air of any luggage accompanying a scholarship holder in excess of the free allowance permitted by air companies.

6.2.5.2 For outward trips from Malta, the department responsible for making arrangements in respect of the training of the scholarship holder, is required to obtain three competitive quotations for the transport of luggage from the point of departure to the point of destination. Where not less than three quotations are received, the department is authorised to accept the lowest. Where, on the other hand, a call for quotations elicits less than three replies, and time does not permit a fresh call to be made, the department is to refer the quotations received to the Ministry of Finance, together with its recommendations.

6.2.5.3 Scholarship holders about to return to Malta following completion of their overseas training are required to obtain three quotations from firms in the country of their studies who are prepared to transport their luggage to Malta and the payment of expenses from public funds is normally restricted to the amount of the lowest quotation. Before any refund of luggage expenses can be authorised, it will be necessary for the scholarship holder to produce documentary proof that the correct procedure has been followed. In addition, receipted bills should also be submitted.

6.2.5.4 In the case of scholarships involving distance learning programmes, only tuition fees are payable. The amount payable for tuition fees may also be limited in accordance with the conditions set down in the respective circular.

6.3 Fellowships, Scholarships by Foreign Governments and International Organisations

6.3.1 Offers of scholarships by foreign governments and international organisations are from time to time published by the Ministry of Foreign Affairs in the Government Gazette and the local media. Heads of Department who consider that the fields of study specified in the relative notice are of interest to their department and would meet existing training needs, are invited to take advantage of these offers by nominating suitable officers for these courses.

6.3.2 With regard to clearance for the submission of nominations, the procedure set out at sub-paragraph 4.2 should be observed. Nominations should then be forwarded to the Permanent Secretary, Ministry of Foreign Affairs by the closing

date stipulated in the relative notices. Where so required, applications should be made on the appropriate forms obtainable from the Ministry of Foreign Affairs

6.3.3 Public officers should be advised that when approached by any embassy or any international organisation or other (local or foreign) institution or organisation in connection with the grant of training awards, the officer concerned should advise the embassy, institution or organisation that such approach should be made to Government through the established channels.

6.3.4 The embassy, institution or organisation should also be advised at the same time that any such offer should be made without indicating any specific nominee and that it is up to the Government to decide on the most suitable nomination. Any individual so referred to by name will automatically be disqualified from nomination by Government.

6.3.5 Officers, other than those employed on a part-time basis, awarded fellowships, etc, by foreign governments, international agencies or other organisations after outright nomination by the department, or after selection limited to serving officers, receive the following from public funds, provided, in all cases, that the course of study has a direct connection with their duties:

- a) full salary;
- b) the cost of passages, where this is not met by the awarding agency;
- c) a book and equipment allowance, where such an allowance is not paid by the awarding agency and provided that such allowance would have been paid had the officer been sent on a Government sponsored course;
- d) the difference between the subsistence allowance paid by the awarding agency and the Government approved rate applicable to the country where the scholarship is tenable;
- e) refund of luggage expenses as provided in sub-paragraph 6.2.5.

6.3.6 Attention is particularly drawn to the provisions in the previous paragraph which stipulate that only officers who are nominated directly by their employing department, or after selection limited to serving officers, are entitled to the payments set down in the same paragraph.

6.3.7 Officers who, on their own initiative, apply for fellowships, scholarships, etc through other Government organisations (eg the Ministry of Foreign Affairs or the Ministry of Education), may only be granted study leave in accordance with the provisions set down in paragraph 6.4 hereunder. No other payments from public funds should be issued in such cases.

6.4 Courses undertaken on Own Initiative

6.4.1 Officers who undertake courses on their own initiative may be granted assistance by way of paid study leave. Requests for paid study leave are considered:

- a) on the production of satisfactory documentary evidence concerning the officer's admission for the course;
- b) if the course has a direct connection with the officer's work;
- c) provided the employing department is able to release the officer without employing a substitute.

6.4.2 Where either, or both conditions at (b) and (c) above are not met, an officer may be granted unpaid study leave subject to the exigencies of the Public Service.

6.4.3 Leave for study purposes

An officer seeking to undertake a course of studies not connected with his or her duties may be granted unpaid study leave if it is considered advisable to encourage this initiative, and provided documentary evidence is produced that the leave is required for the purpose stated.

6.4.4 Officers who are engaged with Government on a contract basis must observe the modalities as indicated in their respective contract.

6.5 Medical Examination

Officers including prospective appointees, proceeding abroad on training courses of six-months' duration or more, may be required to present themselves for a medical examination to be certified fit to undertake such courses before leaving Malta.

6.6 Investments by Government Officers undergoing Courses of Study Abroad

The attention of all officers proceeding abroad for study purposes is to be drawn to the provisions of the External Transactions Act (Cap 233). Further information may be obtained from the External Transactions Data Office at the Central Bank of Malta.

6.7 Duty during the Summer Vacation

Officers following courses of study overseas who return to Malta for their holidays are required to report to their employing departments, and they are to be recalled to perform duty in their department during the period of the summer vacation of the institution where they are following such courses of study, irrespective of whether they are on paid or unpaid study leave.

6.8 Income Tax

Scholarship holders remain liable to income tax on the funds received from their employer, if such funds would still have been received by reason of the employment in the absence of such scholarship. Further information regarding the position of trainees in those countries with which Malta has an agreement for the relief of double taxation should be obtained from the Inland Revenue Department. Such information should be brought to the notice of officers proceeding on a scholarship to the countries in question.

7. EVALUATION OF TRAINING

7.1 Concepts for Evaluation of Training Programmes

7.1.1 Evaluation is an integral feature of training as it serves to compare objectives with effects and to analyse how far training has achieved its purpose. It enables the department to decide whether or not the training was worthwhile in cost-benefit terms and what improvements are required to make it even more cost-effective. Evaluation of training programmes is difficult because it is often hard to set measurable objectives and collect valid information on the results achieved. Still, this is a very important exercise which an organisation has to complete in order to ensure that training programmes have contributed to a higher level of effectiveness, responsibility and expertise in the work force.

7.1.2 There are a number of levels at which evaluation can take place. These include:

Reactions. The reactions of trainees to the training experience itself; how beneficial this experience has been; what they think of individual sessions and speakers; what they would like to include and leave out.

Learning. Evaluation at the learning level requires the measurement of what trainees have learned as a result of their training, the new knowledge and skills they have acquired or the changes in attitude that have taken place. This should occur immediately after the training programme has been completed.

Job Transfer. Here evaluation attempts to measure the extent to which trainees have applied their learning in their day-to-day work. This constitutes an assessment of the level of transfer of learning that has taken place from an off the job training to the job itself.

Results. This helps to measure the effect of changes in the job behaviour of trainees on the functioning of the section where they are deployed and the department, in general. An assessment might be made in regard to improvements in individual output, quality of work, staff morale, level of responsibility etc.

7.1.3 Evaluation of training shows how the organisation as a whole and the individual employee have benefited from the training programme. It would define whether the goals set down at the initial planning phase of the programme have been achieved. Further information on training evaluation may be obtained in the *Training Guidelines*.

7.2 Submission of Reports on Training Programmes

7.2.1 Officers who proceed abroad for study purposes are required to submit to their employing department a report on the course, seminar, symposium or attachment, immediately on their return to Malta. The report should cover the following aspects, besides other aspects which officers consider as being important:

- a) details of the course attended;
- b) teaching methods adopted;
- c) degree of participation by officers;
- d) assessment of relevance to officers' duties;
- e) benefit which has been derived by the Public Service;
- f) possible application of knowledge and/or experience gained in the departments in which the officers are serving, and/or in the service generally.

7.2.2 One copy of the report is to be forwarded to the SDO at the Office of the Prime Minister. Where a report contains information or suggestions which are of interest to other departments or organisations, a copy of the report should also be sent for the information of these departments/organisations.

7.2.3 Officers who undertake distance learning programmes or who spend some time on secondment overseas are also required to submit reports as indicated above.

APPENDIX I

Personal information on this form is protected and used in accordance with the Data Protection Act.

FORM OF UNDERTAKING FOR GOVERNMENT SCHOLARSHIP HOLDERS

I acknowledge that in accepting the scholarship awarded to me to enable me to follow a course in¹ tenable in² during the period³ I take advantage of public funds in order to complete the said training and I agree that on completion of the training/studies I will continue to serve the Ministry/Department of and/or any other recognised organisation at the discretion of the Government for a period of⁴ months/years from the date of my return.

I also accept that the scholarship above-mentioned is being granted to me under the conditions set out in the rules governing the award of scholarships to which I hereby bind myself, a copy whereof is being signed by me and attached hereto.

.....
(Signature of Student)

.....
(ID Number)

Countersigned

.....
(Signature of the Representative of the Government of the Republic of Malta)

.....
(ID Number)

.....
(Date)

The information shown on this form will be used by the Staff Development Organisation/Ministry/Department for record-keeping purposes and for any action that may be required relating to this Undertaking.

¹Subject of the Course

²Place and Country of Study/Training

³Dates of the Course

⁴As per paragraph 3 in Appendix III

APPENDIX II

Personal information on this form is protected and used in accordance with the Data Protection Act.

FORM OF UNDERTAKING FOR SCHOLARSHIP HOLDERS NOT IN GOVERNMENT SERVICE

I acknowledge that in accepting nomination for a scholarship awarded by¹ in order to follow a course in² organised by the³ during the period⁴ I shall be utilising a scholarship offered to the Malta Government. I hereby bind myself, if selected for the scholarship, to be available to serve the Government of Malta, or otherwise the private sector in Malta, Government having the first option, in a post appropriate with the level/s of the qualification/s which I shall obtain, for a period of⁵ years from my return to Malta upon completion of the course of study/training. If no offer of suitable employment in Malta is received within six months of my return this undertaking would no longer be binding.

I acknowledge further that the above-mentioned scholarship is being granted to me under the conditions set out in the rules governing the award of scholarships insofar as they are applicable to this particular scholarship and I hereby bind myself to abide by those rules.

I also bind myself to pay the Government of Malta the penalty of €Lm⁶..... for failure to comply fully with my obligations according to this undertaking.

.....
Signature of Student

.....
ID Number

.....
Witness to Signature

.....
ID Number

.....
(Date)

The information shown on this form will be used by the Staff Development Organisation/Ministry/Department for record-keeping purposes and for any action that may be required relating to this Undertaking.

¹Awarding Government or organisation

²Subject of the course of studies

³Place and country of study

⁴Duration of the course of study

⁵Number of years of obligation according to the criteria shown on the following page

⁶Penalty incurred according to the criteria shown below

Obligation Criteria

Duration of Scholarship	Period of Obligation	Penalty
Up to 1 week	Six months	€598.70 / Lm300
Above 1 week and up to 1 month	Nine months	€1280.95 / Lm550
Above 1 month and up to 3 months	One Year	€1863.20 / Lm800
Above 3 and up to 6 months	Two Years	€2911.25 / Lm1250
Above 6 and up to 9 months	Three Years	€4075.75 / Lm1750
Above 9 and up to 12 months	Four Years	€5822.50 / Lm2500
Above 12 months	Five Years	€8151.50 / Lm3500

APPENDIX III

RULES GOVERNING THE AWARD OF SCHOLARSHIPS

A scholarship will cover all monies, including salary and tuition fees, paid to the scholarship holder as well as any payments effected by the his/her Ministry/Department on his/her behalf, in pursuing the approved course of studies/training.

2. The scholarship holder will be required:

- a) to devote his/her whole time to follow the course of instruction for which the scholarship is awarded, unless permission to undertake other work or to change his/her course is granted by his/her Ministry/Department and unless course of study is undertaken after office hours or through distance learning;
- b) to sit prescribed examinations or approved group of examinations;
- c) to satisfy his/her Ministry/Department as to attendance, conduct and progress by reports from the head of the institution or other authority under whom the course of training is being undertaken.

3. Before starting or proceeding on a course, the scholarship holder will be required to sign an undertaking binding himself/herself to serve his/her Ministry/Department for a given period, as stated hereunder, from the date of termination of his/her studies.

Duration of Scholarship or Course Expenses as per para 3.1 below	Period for which the scholarship holder will be bound to serve
Up to 1 week duration or up to €98.70/Lm300 expenses	6 Months
Above 1 week and up to 1 month Or up to €1280.95/Lm550 expenses	9 Months
Above 1 month and up to 3 months or up to €1863.20/Lm800 expenses	1 Year
Above 3 and up to 6 months or up to €2911.25/Lm1250 expenses	2 Years
Above 6 and up to 9 months or up to €4075.75/Lm1750 expenses	3 Years
Above 9 and up to 12 months or up to €5822.50/Lm2500 expenses	4 Years
Above 12 months or up to €8151.50/Lm3500 expenses	5 Years

3.1 Calculation of the period for which the scholarship holder will be bound to serve should be made as follows:

-
- Where fees are involved the period for binding should be calculated on the expenses
 - Where salary only will be paid the period for binding should be based on the length of the course
 - Where expenses involve fees and salary the binding period shall be left at the discretion of the respective Permanent Secretary (for courses of less than one year) and SDO (for courses over one year). It is understood that a reasonable agreement is reached in these cases.

In the case of sponsorships for distance learning or part-time programmes the period of service is to be calculated against approximate cost shown in brackets in the above table.

4. A scholarship may be suspended or terminated if:-
 - a) reports on the scholarship holder's work or conduct are unsatisfactory;
 - b) a scholarship holder, without reasonable excuse, fails to pass a prescribed examination within the time fixed by the authorities of the institution which he/she is attending, or by his/her Ministry/Department;
 - c) a scholarship holder marries during the period of the tenure of his/her scholarship without the permission of his/her Ministry/Department;
 - d) a scholarship holder engages in any occupation which is detrimental to his/her progress in the course of studies prescribed for him/her or accepts any paid employment without the permission of his/her Ministry/Department;
 - e) a scholarship holder becomes unfit to complete his/her studies owing to illness or is absent from his/her studies for more than six months owing to illness.

5. In the case of courses abroad the cost of a return passage will be met if the scholarship is terminated for reasons stated above provided that, if the scholarship holder declines to travel at the earliest opportunity without reasonable excuse, he/she will lose his/her right to a free passage and the payment of any allowance which he/she may be receiving will cease forthwith.

6. The scholarship holder must notify his/her Ministry/Department of the date of termination of his/her course. This declaration is to be supported by documentary evidence from the university or institution which he/she is attending confirming the effective date of termination.

7. The scholarship holder may be required to pass a medical examination before selection and he/she may also be required to submit to an annual medical examination during the tenure of the scholarship.

8. The scholarship holder may also be required to refund all or any part of the expenses incurred by his/her Ministry/Department on his/her behalf and in connection with his/her scholarship

- a) if this is suspended or terminated for any reason;
- b) if he/she fails to complete the course successfully; or
- c) if he/she fails to serve his/her Ministry/Department as stated in paragraph 3 above.

9. For this purpose the scholarship holder may be required to enter into a formal act of hypothecation with his/her Ministry/Department before departure.

10. Every candidate undertaking a course of study abroad is to report any physical or mental illness which makes it impossible for him/her to continue with his/her studies to the Maltese Embassy, High Commission, or Consulate in the country where he/she is studying. The Malta representative will then engage a doctor to examine and report on the candidate's health. Where a candidate has already received medical attention the doctor appointed by the Malta representative may consult the candidate's personal physician. In those countries where Malta has no resident diplomatic representation a candidate falling sick and having to abandon his/her course is to bring back with him/her to Malta a medical certificate from a qualified medical practitioner indicating why he/she is unable to continue with his/her studies. Any such certificate should be authenticated by the appropriate authorities in the country in question. Unless such a certificate is produced, no consideration can be given to any request for any abatement of the amount due to be refunded.

11. When a candidate undertaking a course of study locally is unable to go on with his/her studies because of any physical or mental illness he/she is to be referred for examination to the Director General, Health Division who will report on the candidate's state of health. Consideration of any request for any abatement of the amount due to be refunded will only be given when an official certificate of ill-health is produced.

.....
(Signature)

.....
(ID Number)

.....
(Date)