L-Università
ta' Malta

CENTRE FOR LABOUR STUDIES

Biennial Report

2017-2018

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PROFESSOR
GODFREY BALDACCHINO

Chairperson,
Board of the Centre
for Labour Studies
(as Rector's Delegate)

Introduction

I am delighted to, once again, submit to the reader this *Biennial Report of the Centre for Labour Studies* (CLS), the oldest centre at the University of Malta. This collection covers the two-year period 2017-2018.

All faculties, institutes, centres and schools at the University of Malta are obliged to report on their workings on a regular basis, typically annually. The CLS has been submitting such reports unfailingly since 1982. It has shifted to a biennial format in order to develop a significant publication, complete with an overview of what has been achieved in the 24 months under scrutiny. Additionally, this creates an opportunity for the CLS-connected academic staff to put the proverbial pen to paper and submit a few articles that reflect critical views on current trends and developments in the areas that matter most to the CLS. These contributions have grown into a solid corpus of material over the years. The areas covered include human resource issues, industrial and employment relations, gender and development, occupational health and safety, career guidance and counselling, trade union and cooperative affairs.

This testimonial is both an evaluative and formative exercise. The CLS submits its work and accomplishments for scrutiny and critical feedback, as an integral part of the quality assurance process underway at the University of Malta. At the same time, the reporting exercise offers an opportunity for the CLS itself to scrutinise its actions and to examine how effectively it expands its energies and resources, in the light of changing times and possibly changing priorities.

I congratulate the CLS for the considerable amount of work that it continues to churn out, in terms of teaching and learning, research and outreach, with its core complement of three academic and three administrative staff members. During the period under review, CLS academic staff member Luke Fiorini completed his doctorate at the Faculty of Medicine & Health Sciences, University of Nottingham, UK. And CLS stalwart (and honorary member on the CLS Board) Dr Frank La Ferla was honoured for his lifelong commitment to occupational health and safety with an honorary degree.

SECTION 2

DR ANNA BORG

CLS Director

Foreword

It is my pleasure to pen this foreword for the *2017-2018 Biennial Report of the Centre for Labour Studies* (CLS). This is the third time I have been given the privilege to do so. At present, the Centre has a complement of three full time academic members of staff, three administrative members of staff and 37 part-time lecturers. In October 2018, Theo Koning, a Dutch academic from Hanze University in Groningen, joined the CLS as a visiting scholar for a year. With Dr Luke Fiorini obtaining his PhD in December 2018, now all three full-time academic members of staff at the CLS have a doctorate.

This publication allows us to reflect on the work carried out by the Centre. During the last two years, the Centre was concurrently offering a three-year Master Degree Course in Lifelong Career Guidance and Development; a part-time five year Honours Bachelor Degree course in Work and Human Resources (1st, 3rd and 5th year cohort); an Honours Bachelor Degree course, also part-time, in Occupational Health and Safety (1st and 3rd year cohort); and a Diploma course in Gender, Work and Society. During this period we also prepared the ground work for a new certificate course in the Practice of Cooperative Societies which is due to open in 2019. Most of our lectures are delivered in the evening, and like other years, most of our students were also concurrently working whilst studying with us. As at December 2018, the number of students within the Centre was 153 and we had 24 students graduating in November 2018.

During these last two years, we have also continued to provide regular research input to Eurofound, which is the EU research arm in relation the improvement of living and working conditions. Between 2017 and 2018, the CLS submitted 53 reports or other contributions to Eurofound.

This biennial report is being complemented with five interesting articles written by the academic staff of the Centre. Prof. Godfrey Baldacchino, through his article "Firsts, numbers and trends: Gender at the University of Malta" explores the vertical

segregation of gender within our university. Prof. Edward Zammit's article "Social dialogue and competence development: The role of Malta's social partners" focuses on the development of social dialogue in Malta. Dr Luke Fiorini's article: "Understanding and managing absenteeism: A practical approach" is related to his PhD thesis and explores the issue of absenteeism amongst workers. Dr Manwel Debono's article reflects on the labour market policies adopted by the Labour government in the last five years, whilst my article provides a brief analysis on the issue of in-work poverty and its possible causes.

This publication is a testament to the hard work and dedication that all members of the CLS staff put in to ensure that the Centre remains a thriving and dynamic teaching and research centre. I want to take this opportunity to thank the CLS Board and its chair Prof. Godfrey Baldacchino and my colleagues Dr Manwel Debono and Dr Luke Fiorini, for their constant support. Furthermore, I want to show my appreciation to the administrative staff at the CLS made up of Josephine Agius, Caroline Chetcuti and Stephanie Muscat, without whom all this work would not be possible.

As we celebrate the CLS ongoing success, it is imperative that we continue to work tirelessly to improve and adapt, in order to offer the best we possibly can for the benefit of our students, our university and society at large.

May 2019

SECTION 3

Articles

Firsts, Numbers and Trends:

GENDER AT THE UNIVERSITY OF MALTA

Godfrey Baldacchino

ABSTRACT

During this year, 2019, the University of Malta (UM) will deservedly take some time to look back with pride and celebrate its two hundred and fiftieth anniversary as a state university. It became the 'University of Malta' in November 1769, after Grandmaster Pinto expelled the Jesuits who had been running the Collegium Melitense, the antecedent to the university, since 1592, and rechristened the university as a public institution. But this year UM is also acknowledging the hundredth anniversary from the enrolment of its first two female undergraduate students: Tessie Camilleri and Blanche Huber entered the University together in October 1919, the first choosing the Humanities and the other Medicine.

This article takes the second commemoration as an excuse to reflect critically on the role of gender at the University of Malta (UM). It examines the stubborn progressive reduction of females from the highest academic ranks of the university, and tries to establish the main reasons for such a condition.

A SERIES OF FIRSTS

As her course was the shorter one, Tessie Camilleri was destined to become the University of Malta's first female graduate. She followed courses in English Literature, Philosophy and Latin Literature and graduated B.Litt., on May 2, 1922 (Camilleri, 2007, p. 44). Sadly, she died in 1930, aged just 29. Meanwhile, Blanche Huber graduated as the first female doctor from the University of Malta, even though, once a graduate, she preferred to work as a pharmacist (Savona Ventura, 2006).

A few years previously, Lucia Levanzin Inglott was probably the first Maltese woman to attend a course at the University of Malta where she gained her diploma in midwifery; the two-year, non-degree course started in 1915 and ended in 1917 (Vella, 1969, p. 67).

At around the same time, another Blanche, this time a Blanche Tonna Barthet, may have been the first Maltese woman to have secured a diploma or a degree from a foreign university: she had read an L.L.A. (Lady Literate in Arts) from St Andrew's University, Scotland, and was the Headmistress of the Sliema Primary School (Camilleri, 2007, p. 45).

We can go on and celebrate a list of other firsts for women at the University of Malta.

From the available evidence found so far, it would appear that the first female to be appointed to the academic body of the University of Malta was a British citizen: Sylvia Mary Haslam (1934 -), in 1964 (RUM, 1966, p. 21). She graduated PhD from Newnham College, University of Cambridge, UK, in 1961 and was a lecturer in Biology, Faculty of Science at UM for a few years in the mid-1960s (The Peerage, 2018). Dr Haslam is an international authority on her subject and is the author of various publications, many of which relate to Malta and its ecology and natural landscapes.

The first *Maltese* female to be appointed to the academic body of the University of Malta appears to be either Maria Ganado or Hilda Micallef. Both received their appointment to UM in 1966. Ms Maria Ganado, BA (Hons.), BA (Cantab.) was an Assistant Lecturer in the Department of English, Faculty of Arts; Dr. Hilda Micallef, BSc, MD, D.C.P. (Lond.) was a Demonstrator in Pathology, Faculty of Medicine and Surgery (RUM, 1966, pp. 43, 48).

Marie Therese Camilleri Podestà was the first female full professor at UM, appointed in 1981, and the first female deputy dean, appointed in 2001. Agatha Barbara, by virtue of serving as President of the Republic of Malta, was also *ex ufficio* Chancellor of UM between 1982 and 1987, the only woman to have served so far in this position. Valerie Sollars was the first female dean, appointed in 2007 to lead the Faculty of Education. Mary Anne Lauri was the first female Pro Rector, serving between 2006 and 2016, responsible for Student and Institutional Affairs. Bernardette Mizzi became the first female Pro-Chancellor of UM in 2011. Maureen Cole became the first female dean of a brand new faculty, that of Social Wellbeing, in 2012. Indeed, the only position of rank that a female has *not* occupied at the University of Malta is that of Rector: all 81 Rectors at UM, and the *Collegium* before it, so far have been male.

The current rectorate, led by Professor Alfred J. Vella, includes two female Pro-Rectors for the first time: Carmen Sammut and Tanya Sammut Bonnici. There are also

two female deans out of fourteen at the time of writing: Noellie Brockdorff (Media & Knowledge Sciences) and Roberta Sammut (Health Sciences). (See Photo 1).

Photo 1: Rectorate and Deans, December 2018.
Source: Tufigno Photo Service for the University of Malta

The photo shows: In the centre of the front row, Pro-Chancellor and President of Council, Dr Michael Sciriha, along with Prof. Alfred J. Vella, Rector. They are flanked by the five Pro-Rectors. From left: Prof. Ing. Saviour Zammit, Prof. Joseph M Cacciottolo, Prof. Tanya Sammut Bonnici, Prof. Godfrey Baldacchino and Prof. Carmen Sammut. Back rows include 10 Faculty Deans. From left: Prof. Dominic Fenech (Arts), Prof. Andrew Azzopardi (Social Wellbeing), Prof. Manwel Agius (Theology), Dr Roberta Sammut (Health Sciences), Prof. Noellie Brockdorff (Media & Knowledge Sciences), Dr Ing. Andrew Sammut (Engineering), Prof. Frank H Bezzina (Economics, Management & Accountancy), Prof. Sandro Caruana (Education) and Prof. Nikolai J. Attard (Dental Surgery). Missing from the photo are four deans (all males): Prof. Kevin Aquilina (Laws), Prof. Ernest J. Cachia (Information & Communication Technology), Prof. Godfrey La Ferla (Medicine & Surgery) and Prof. Alex Torpiano (Built Environment).

Student numbers also suggest a happy development in terms of female presence. It may have taken women almost 330 years to enrol at UM; but their presence on campus has grown extraordinarily fast. By 1938, females at the University of Malta were 12% of the total student body, then consisting of just 21 females and 149 males (Cremona, 2001). In 1972, the number of female graduates reached 30: 21% of the total number of graduates for that year. By 1980, the percentage of female graduates was around 33% out of a graduating class of 182: 45 females and 137 males. In 1991, for the first time, the percentage of female students at the university increased beyond the 50% mark, and that has been the case ever since. As at 2018, it stands at 59% (see Table 1). Indeed, it is the higher dropout of males from higher education in Malta that is a cause of concern.

Table 1: Male-Female Student Ratio at UM (June 2018)

Male Students	Female Students	TOTAL
4695 (41%)	6628 (59%)	11323

Source: Office of the Registrar, University of Malta.

REMUNERATION BY GENDER

Looking next at the gross salary package of the academic staff, one can also safely conclude that there is no significant difference in take home pay on the basis of gender at the University of Malta. When all benefits are included – including those associated with additional duties, headships, and so on – female full professors at UM in June 2018 received an annual remuneration package that is slighter higher, on average, than that of their male counterparts. The difference between gross pay by gender, however, is not significant (See Table 2).

Table 2: Male-Female Gross Pay Compared among (Full) Professors at UM (June 2018)

	Male Professors	Female Professors
Number [1]	76	14
Mean Gross Annual Pay (€)	80,996	81,739
Standard Deviation (€)	7,320	9,356

Source: Office of the Director of Finance, University of Malta.

[1] Excluded from this calculation are: the Rector (1 male) with his allowance; two Pro-Rectors (2 males) with their allowance; and professors on 'Option A', with a reduced gross salary (5 males).

The University of Malta had 675 full-time resident academic staff on its books in June 2018: just over a third of these (232) are female and just under two-thirds (443) are male. This gross ratio, however, masks some dramatic differences across the five steps of the progression available to members of the academic community at UM.

Coincidentally, the male-female student ratio (41-59%) is quite similar to the male-female academic staff ratio at the assistant lecturer level (46-54%), which is the lowest level of the academic hierarchy at UM. But: this is where the analogy stops.

What becomes a source of concern is the progressive dwindling of female academics as one goes up the hierarchy at UM. The erosion is systematic: with each of the four promotion 'hurdles' beyond assistant lecturer, there is a reduction of at least

7% in the proportion of female representation. The most daunting hurdle appears to be that from Lecturer to Senior Lecturer, where the proportional shift is 17%; even though this is implicitly the least onerous promotion at UM, achieved following five years in the grade of lecturer and subject to a satisfactory performance review and the completion of a professional development/ in-service training course (see Table 3). In the transition from assistant lecturer to lecturer, achieved after the completion of a PhD or equivalent, there is a shift from a female majority to a male majority: this gender split becomes more glaring as one continues up the hierarchy.

Table 3: The progressive erosion of female representation amongst Full-Time Resident UM academic staff (N = 675) as at June 2018

Rank	Male (N, %)	Female (N, %)	Total
Professor	84 (84%)	15 (15%)	99
Associate Professor	90 (77%)	27 (23%)	117
Senior Lecturer	129 (71%)	52 (29%)	181
Lecturer	97 (54%)	83 (46%)	108
Assistant Lecturer	43 (46%)	55 (54%)	98
Total	443 (66%)	232 (34%)	675

Source: Office of Human Resources Management & Development, University of Malta.

The visual representation of these trends is referred to as a 'scissors effect' (e.g. Abele & Nitzsche, 2002), and is quite widespread in academic institutions across the world. (See Figure 1).

Figure 1: The Scissors Effect: Number of Male Academics (solid line) and Female Academics (dashed line) in each of the five academic occupational grades at UM: Assistant Lecturer, Lecturer, Senior Lecturer, Associate Professor and Professor (as at June 2018).

A similar observation can be made on the basis of those members of the academic community at UM who have a public *Google Scholar User Profile* (GSUP). This is now a standard metric for citations and is a statistic used in the computation of university rankings across the world. At the time of writing (February 2019), there are 527 entries with a GSUP affiliated to the University of Malta. These include academics with a visiting appointment to UM, those working at the UM's Junior College as well as PhD candidates at UM, so comparisons need to be undertaken with caution. However, what one can deduce from this public list is that, amongst the twenty most cited UM academics with such a profile, there is only one female: Giovanna Bosica, from the Department of Chemistry: She is 10th on the list. The next female to appear is Isabel Stabile, from the Faculty of Medicine, who ranks 22nd. The third and fourth female academics most cited, Romina Cachia and Maria Cristina D'Adamo, are in 35th and 36th place (see Table 4).

Table 4: Most Cited UM Academics as at 26th January 2019, according to Google Scholar (GS)

	Name of UM Academic	Citations on GS as at 26 January 2019
1	Stephen Montefort	9700
2	Albert Caruana	8836
3	Giorgios Yannakakis	7828
4	Lino Briguglio	5296
5	Giuseppe Di Giovanni	5081
6	Joseph N Grima	4910
7	Bruno Biavati	4751
8	Godfrey Baldacchino	4328
9	Patrick J Schembri	3544
10	Giovanna Bosica	3347
11	Peter Mayo	3243
12	Maurice Apap	3102
13	Holger Mitterer	2836
14	Ronald G Sultana	2789
15	Victor Grech	2704
16	Vasilis Valdramidis	2690
17	Ian M Thornton	2663

18	Ruben Gatt	2591
19	Joseph M Cacciottolo	2598
20	Neville Calleja	2462
21	Albert Gatt	2263
22	Isabel Stabile	2017

Source: https://scholar.google.com/citations?view_op=view_org&hl=en&org=4588726212334080767

This means that, while females make up 15% of (full) professors and 20% of all (full and associate) professors at UM, they still make up *just 10%* (4 entries amongst the top 40) of the most cited scholars at UM (according to Google Scholar) at the time of writing.

DISCUSSION

The situation suggests that structural and systemic obstacles towards the progression of females pursuing an academic career continue to hold sway. The inability of most female academics to match the publications output – and, as a consequence, the larger number of citations – of their male colleagues suggests itself as a serious impediment, especially for promotion to the top two positions in the academic hierarchy: that of associate and full professor respectively, where publications matter.

This local situation is symptomatic of a widespread trend: women are under-represented in the authorships of prestigious peer-reviewed publications when compared to men. The under-representation is accentuated amongst those articles published in the highest-impact journals (Bendels et al., 2018a, 2018b). Another study suggests that male Ph.D. candidates submit and publish papers at much higher rates than women, even at the same institution. Another factor is that women are taken up with more time teaching during their Ph.D. studies, whereas male PhD candidates serve more often as research assistants, thus making it easier for the latter to publish than the former (Lubienski et al., 2018).

It is also quite possible that females in academic careers do nevertheless maintain a motherhood and homeworker burden, being expected to take on most of the responsibilities for child minding, house managing and – an increasingly common practice with greater longevity – tending to sick and/or infirm parents.

Women are more likely to support their male partners as the latter embark and excel on their academic career paths; the likelihood that the opposite happens – with men supporting their female partner's academic aspirations and ambitions – may not be that common.

There is clearly room for reflection here.

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Analysis of the issue of in-work poverty Malta

Anna Borg

ABSTRACT

The risk of in-work poverty (IWP) in Malta in 2017 was significantly lower than the EU average. In spite of the overall positive situation, a gradual yearly increase in IWP can be noted since 2016 in Malta. An analysis of some of the contributing factors for the increase is provided in this article, using Goerne's theory (2011). The paper argues that the issue of low work intensity in specific households, the inadequacy of the minimum wage, and the soaring prices of property may all be contributing towards the increase in the number of persons experiencing IWP in the Maltese islands.

WHAT IS IN-WORK POVERTY?

Persons are considered to be at risk of in-work poverty if they are in employment or self- employment for more than half the year and live in a household that is at risk of poverty. A household is considered to be at risk of poverty if its equivalised disposable income is below 60% of the national equivalised disposable household median income (Eurostat, 2018).

In-work poverty is based on an evaluation that goes beyond the pay of one person. It takes into consideration the broader circumstances of the working household, including earnings derived from other members of the family, minus taxes and the expenses incurred within the same household for example for food, housing, fuel, clothing and medicine. The family earnings are also affected by the number of persons working in the household, their hours of work, and the support offered by government (in cash or in kind), for example through tax credits and other social and in-work benefits (Hick & Lanau, 2017). In-work poverty occurs when the net income of the household, derived from various sources, is not sufficient to meet their needs.

WHAT IS THE SITUATION OF IN-WORK POVERTY IN MALTA?

In 2017 the overall in-work at-risk-of-poverty rate of employed persons (employees and self-employed) in Malta, stood at 5.9%. This is significantly lower than the EU average of 9.6%. However, between 2012 and 2017 an increase of 13.5% in the number of employed persons (employees + self- employed) who are risk of in-work poverty, can be noted (Eurostat, 2018).

Between 2012 and 2017 the risk of in-work poverty was similar on average, between those on a temporary (4.7%) and permanent contract (4.2%). However, during the same six year period, the risk on average was consistently and significantly higher for self-employed persons (12.9%) when compared to employees (4.7%). The risks were also higher for those who work part-time (13.3%) when compared to those who work full time (4.9%). On average, during the same period, the risk was also consistently higher for males (7.1%) when compared to females (3.1 %). However, in all cases, the risks on average were lower than those of the EU (Eurostat, 2018).

When assessing how age affects in-work poverty, persons aged 25-54 were found to be mostly affected (6.1%) by in-work poverty when compared to the younger cohorts of 18-24 (3.7%) between 2012 and 2017. This may be due to the younger cohorts still likely to be living at home with their parents at that age and having fewer expenses. However, whilst across all age cohorts the rates were lower than the EU average, a substantial increase from 3.3% to 5.2% can be noted in the 55 to 64 year cohort during the same years, indicating that older workers are at a higher risk of in-work poverty as they approach retirement age (Eurostat, 2018).

The risk of in-work poverty mostly affected those households with low work intensity. At 38.1%, this was slightly higher than the EU average of 37.3% during 2017. These were followed by households in medium work intensity, which at 25.9% were also above the EU average of 21.5%. However, things were significantly better in Maltese households with very high work intensity (1.4%), or high work intensity (6.2%), when compared to the EU at 5.4% (very high work intensity) and 11.2% (high work intensity) respectively, during 2017 (Eurostat, 2018).

Work intensity, or the lack of it, also had a significant impact on households both with and without dependent children. Households with medium (12.1%) or low (22%) work intensity without children had on average lower risk of in-work poverty than the EU, at 13.6% and 28.2% respectively. On the other hand, the risk for households with dependent children in low-work intensity (53%) was higher than the EU average (46.5%) in 2017. In both Malta (11.6%) and the EU (21.4%), the risk of in-work poverty in 2017 was highest in households with single persons with dependent children, although the risk was significantly lower in Malta. This may be due to the in-work benefits scheme and the tapering of benefit schemes, which

were launched in recent years to encourage more people, and especially mothers, to enter into the formal labour market (Eurostat, 2018).

When comparing the risk of in-work poverty by country of birth, the risk was highest for non-EU28 nationals working in Malta (13%), and lowest (7.6%) for EU28 nationals, during 2017. A similar trend was noted at EU level, although the rates for Malta, in both cases, were significantly lower than those in the EU.

In contrast to the positive trends depicted above, a study carried out by Piscopo, McKay, and Bonello (2016) which looked at the issue of adequacy for different types of families living on the minimum wage or on a pension, highlights significant disparities between the income derived, when compared to the 60% Median National Equivalised Income (NEI). This suggests that the overall national positive trends may not be applicable to all, and some categories of workers may be more prone to suffer from in-work poverty than others. In order to understand which categories are most affected by in-work poverty, it is essential to look at the contributing factors that lead to it.

LOOKING AT THE MAIN CONTRIBUTING FACTORS THAT LEAD TO IWP

Goerne (2011) indicates that there are three main contributing factors that lead to in-work poverty. These are: 1) work intensity or the lack of it within the household; 2) the remuneration levels; and 3) the household expenditure and costs incurred by its dependents. In the next section, I will use Goerne's simple framework (2011) to assess which categories of persons in Malta are likely to be affected most from these three contributing factors.

LOW WORK INTENSITY

In recent years a stronger emphasis has been placed on activation policies that make-work-pay. This has led to various incentives by government, the most notable of which is the in-work benefit scheme. This scheme encourages more people, especially low-earning couples and single parents with children under the age of 23, to seek paid work by providing a monetary top-up on top of their wages. The schemes also specifically reward those who opt for higher work intensity with the top-up going up accordingly (See calculator for full explanation on how the top-up is calculated for the different categories of workers in relation to work intensity: https://dssservices.gov.mt/BenefitPaymentRates.aspx).

According to the National Report Programme (NRP) 2017, the in-work benefit scheme reduced the overall at-risk of poverty by "around 0.09 percentage points" and "was particularly successful in reducing the at-risk-of-poverty amongst households with children, where it decreased by 0.31 percentage points and households that are economically active by 0.15 percentage points" (NRP, 2017 p.15). Whilst noting

the positive outcome of this policy, the in-work benefit scheme may have indirectly caused a few casualties. This is because those who are not eligible for this activation scheme do not receive any top-up and those who are not able to increase their work intensity, receive a lower benefit. Who is most prone to low-work intensity?

The rate of persons in Malta suffering from IWP due to very low work intensity (53%) is higher than the EU average (46.5%). Undocumented migrants coming from sub-Saharan African countries and asylum seekers seem to be amongst those categories that are most prone to low or very-low work intensity. A study conducted with asylum seekers in Malta found out that only 54.2% of asylum seekers were gainfully employed for at least six months of the year between January and December 2015. Furthermore, less than a quarter (23.6%) of their heads of households, were employed full-time during the same period (Caruana, 2016). Sporadic work intensity, abuse and the blatant discrimination levelled against migrants make them more prone to in-work poverty. These are not the only category of persons who are at risk of poverty due to low work intensity. Persons with social or mental health problems, persons suffering from addictions, persons (especially women) suffering from domestic violence and single parents with young children, may also struggle to remain in paid work and/or to increase their work intensity.

THE REMUNERATION LEVELS

Apart from the issue of low work intensity, Goerne (2011) also mentions the remuneration levels of the workers. When looking at the minimum wage in Malta between 2010 and 2017, this saw a decrease of 1.4 percentage points in real terms (Eurofound, 2017). It was only in 2017 that measures were taken to remedy the situation after the minimum wage had remained the same for 27 years, only keeping up with the effects of inflation (Times of Malta, 2017). From 2017, government and the social partners agreed that employees receiving the minimum wage, upon completion of the first year of employment with the same employer, will receive an increase of €3 per week in the second year of employment. Upon completion of the second year, employees will be entitled to an additional €3 per week. This increase is over and above the yearly Cost of Living Adjustments (COLA). Employees earning more than the basic minimum wage are also entitled to the portion of the increases during the second and third year of employment (DIER, 2018). Whilst this was a positive step, the upward adjustment is half of what social campaigners led by Caritas have been asking for (Times of Malta, 2017). Furthermore, it is amongst the smallest increases granted (1.9%) in the last year across the EU (Aumayr-Pintar & Rasche, 2019). In contrast, the overall national average salary increased by 3% between 2017 and 2018 (Malta Independent, 2018). It must be noted that around 5% of the working population

(amounting to about 12,000 workers) are on the minimum wage (C. Caruana, personal communication, November 11, 2018). Could the smaller salary increase for minimum wage earners in contrast to the national increase be putting them at a higher chance of in-work poverty?

THE SPIRALLING COST OF PROPERTY

Finally, Georne (2001) mentions household expenditure and costs incurred by its dependents as a contributing factor towards in-work poverty. One of the most pressing costs experienced in recent years in Malta has been the rising prices in property and rentals. Whilst noting that 78% of families in Malta are home owners (Sansone, 2018), the Federation of Estate Agents claimed that prices of property, both for rental and for sale in Malta, have now increased to beyond that which the average Maltese can afford (Grech, 2018). For example, while the minimum wage was €747.54 monthly (in 2018), there was a shortage of affordable rental properties within the €400-€700 monthly rent range (Sansone, 2018).

This makes it rather difficult for low and even middle income, local and foreign workers, to cope with this expense, thus increasing their chances of in-work poverty. This has led some foreign workers to live in overcrowded apartments in groups of eight or more in order to survive whilst others are being pushed into homelessness (Martin, 2018). Low income Maltese workers may also fall victims of these soaring prices. Unfortunately, the stock of social housing in the last years has not been replenished and for example statistics from the Parliamentary Secretariat for Social Accommodation show that, in 2017, only 210 of 3,290 people were taken off the waiting list for social housing (Grech, 2018).

CONCLUSION

The issue of in-work poverty does not seem to be a major concern in Malta for the time being. The issue is rarely mentioned in the press or by the trade unions, and there is only one reference to it in the 2017 National Reform Programme (NRP). The reason for this low interest needs to be analysed in the context of a booming economy, low unemployment rates, and a lower in-work poverty rate than the EU average. However, since the problem is increasing, the situation merits more attention to identify why this is happening. The issue of low work intensity in some households, the adequacy of the minimum wage, and the soaring prices of property may be good places to start looking into, if the country wants to stem this increase.

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Reflections on the effects of some labour market policies

UNDER THE NEW LABOUR GOVERNMENT

Manwel Debono

ABSTRACT

This article evaluates some labour market developments in relation to policy directions indicated within the 2013 Labour Party electoral manifesto. Significant increases in labour market participation especially of women were registered. Malta achieved one of the lowest unemployment rates in Europe. Besides, the percentage of workers receiving training also grew during the period under consideration. In general, the Labour government appears to have been successful in expanding the labour market, but now it needs to focus more on improving the quality of the jobs offered.

INTRODUCTION

The 2013 electoral manifesto of the Labour Party indicated that a Labour government would: increase labour market participation, especially of women; promote workers' training; reduce the number of long term unemployed; and curb precarious employment (Labour Party, 2013). The Labour Party was elected to Government in March 2013 and again in June 2017 with large majorities. So many political events unfolded since 2013 that it is easy to forget the original Labour Party pledges. Thus, this short article seeks to evaluate some of the effects of the above-mentioned policy directions in the context of other political, economic and labour market trends.

LABOUR MARKET PARTICIPATION

Malta has traditionally had very low female employment rates. The situation started to change as the country embarked on its journey to join the EU. Efforts to increase the female participation rate were sustained by successive governments and substantial EU funds. This momentum continued under the new Labour government. Over a period of less than 20 years, Malta managed to move from its traditionally low female participation rates to getting close to the EU average of 62.5% female participation rate (Eurostat, 2019a).

The activity rate among persons aged 15 to 64 years rose substantially from 59.9% in 2012 to 69.2% in 2017. The rise was particularly high among women, from 45.3% to 57.6% (Eurostat, 2019a). The various government measures, including the tapering of benefits and the in-work benefit scheme appear to be working, although insufficient data exists to evaluate their level of success and their potential deadweight. The increasing participation of women in the labour market is also due to the less celebrated cohort effect. Indeed, each year, older less qualified inactive women enter pensionable age, and are replaced by young qualified women who are much more inclined to join the labour market.

Despite the above trends, the gender employment gap between women and men in Malta, at 24.1%, remains the highest across the EU (Eurostat, 2019b). The drive to increase the number of women in the labour market also needs to be examined in relation to the quality of the work that they are landing. It is of concern that the gender pay gap in Malta has almost tripled between 2014 and 2018, from 4.5% to 11% (Carabott, 2018). Women working in the high paying financial and insurance sectors earn a staggering 28% less than their male counterparts (Carabott, 2018). It appears that women are promoted less at work and very few manage to reach top positions in their organisations. Many women work part-time or on reduced hours due to the inflexibility of working conditions within full-time jobs. More emphasis is required to promote equal working and social conditions for women.

WORKER TRAINING

The Maltese economy has over the last two decades undergone considerable transformation, moving away from low skilled and low value added sectors to high skilled and high value added sectors. The remaining manufacturing industry is mainly at the high-tech end of the spectrum, including the manufacturing of microchips, pharmaceuticals and automotive products. The growing industries include sectors such as financial services and igaming. The tourism industry is also making increasing use of ICT, for example in marketing and reservations. These changes in the world of work require increasing levels of pertinent knowledge, skills and qualifications.

Eurostat data (2019d) indicates that the percentage of 15-64 year olds who were receiving education or training in Malta in 2017 was 18.6%. This figure is 2.1 percentage points higher than 2012. While such growth in training appears to be rather modest, it should be evaluated in the context of the fact that the number of workers increased by nearly 40% over the period under consideration. Having said that, the figure is still lower than the EU average of 20.6% (Eurostat, 2019d). The incidence of training among Maltese workers decreases with age (Eurostat, 2019d). It also appears that employees working in the public sector are more likely to be trained than those in the private sector. Besides, employees are more likely to receive training if they are employed by larger companies.

Research published by the National Commission for Further and Higher Education (NCFHE), Jobsplus, and Malta Enterprise (2016) revealed that the main difficulty declared by the majority of employers in Malta in recruiting new employees is not the lack of applicants, but the lack of applicants with the required skills (56.2%). Apart from technical skills, applicants for hard-to-fill vacancies lack the more general written communication skills, problem solving and team-working skills. On the other hand, the most commonly cited skills by employers that require up-skilling were planning and organizing, customer handling, team working and ability to multi-task (NCFHE et al., 2016). These findings indicate the need for a greater emphasis on generic, transferable skills that remain useful despite changes in the economy. Any statistical growth in the incidence of training is hardly meaningful for the labour market if it does not focus on the required skill needs, such as the transferable skills mentioned above, but also the specific technical skills required by the labour market. It is important to keep track of the quality of qualifications being imparted by organizations in Malta and abroad which are being tapped by workers in Malta.

UNEMPLOYMENT

Unemployment has traditionally been used as a major criterion for the success of governments, both in Malta and abroad. Since Malta joined the EU, unemployment rates consistently tended to be on the low side. Successive governments made ample use of EU funds to reduce unemployment rates. This positive trend continued under the Labour government. At 4.1%, Malta's employment rate (16 to 64 years old) was the third lowest in the EU member states in 2017. It was also considerably less than the 6.3% registered in 2012. (Eurostat, 2019e).

These very positive figures should however be considered in relation to the fact that by January 2018, some 839 long term unemployed persons (Malta Parliament, 2018) had been taken off the unemployment register to be placed on the controversial Community Work Scheme (CWS). This figure represents nearly half (48%) of the

remaining 1,765 persons registering as unemployed with Jobsplus in December 2018 (National Statistics Office, NSO, 2019). The CWS places unemployed persons in jobs in the public sector, while officially being registered as private sector workers, as they are employed by a private foundation belonging to the General Workers' Union (GWU) (Briguglio, 2018). It is unknown whether these individuals are receiving any relevant training, and how many of the persons on the scheme (if any) moved to arguably more productive employment in the private sector. The scheme has been criticized as potentially creating dependency dictated by political patronage (Briguglio, 2018).

Meanwhile, such low unemployment figures should permit greater resources to be assigned to evaluate and improve active labour market measures and to transform Jobsplus from a mainly job matching service to a provider of lifelong career guidance for all sectors of society. Marginalised groups such as disabled persons and young persons who are not in the educational system and who are not working or being trained for work (NEETs) should be among the principal recipients of Jobsplus measures. Similarly, a greater effort needs to be carried out to facilitate the employment choices and working conditions of the ever-increasing immigrant population in Malta. Finally, but just as importantly, employees, unemployed and inactive persons should be encouraged to consider self-employment (including cooperative forms of working), which in Malta is comparatively low.

PRECARIOUS EMPLOYMENT

The term "precarious employment" became commonly used in Malta in the wake of the international economic downturn starting in 2008 which left Malta's industries largely unscathed, but affected the working conditions and perceptions of many workers. "Despite the employers' associations' attempts at playing down the issue, unions [especially the General Workers' Union] were successful in moving precarious employment up on the public agenda" (Debono & Marmara, 2017, p.2). Whereas some notable measures had been taken by Maltese governments before the 2013 elections to curb precarious employment (such as the implementation of laws against bogus self-employment, and rules requiring government contractors to state their workers' minimum pay in their tenders), their results were generally deemed to be insufficient.

Unfortunately, through their subcontracting procedures which normally favour the lowest bidders, governments in Malta and abroad fuelled precarious employment. Thus, in 2015, the Labour government issued a legal notice providing for the setting up of a commercial sanctions tribunal with the power of blacklisting contractors who engage in precarious employment practices for a period of up to two years. Besides, the government committed itself to introduce quality criteria

in public procurement (Cordina, 2015). In 2016, the Labour government hinted that it intended to target precarious employment in the private sector by focusing on enforcing equal pay for equal work (Micallef, 2016). More recently, in 2017, the government increased the wages of people employed on a minimum wage with the same employer for over a year.

The notion of precariousness includes a subjective dimension (Debono & Marmara, 2017). Since in recent years the phenomenon has featured less prominently on the public agenda, it might currently be perceived as less problematic. However, precarious employment also includes objectively measureable aspects of security, including financial security. Based on the latter criterion, this government appears not to have been successful in curbing precarious employment. It has been argued that the above-mentioned increase in minimum wage is too low and does not guarantee a fair and decent wage (Times of Malta, 2017). Eurostat data (2019c) reveals that 5.8% of the working population (18-64 years old) in Malta was at-risk-of-poverty in 2017, when compared to 5.2% in 2012. The percentage and number of persons living in households with an income below the at-risk-of-poverty line also appears to be on the increase, from 15.1% in 2012 to 16.7% in 2017 (Eurostat, 2019c).

While precarious work relating to the public sector received considerable attention in recent years, more work needs to be done to improve the working situation of particular groups of workers in the private sector, such as those in very atypical work (such as workers on zero hour contracts or on very brief definite contracts) and persons doing undeclared work. It is important to better understand the working conditions and the experiences of the ever-increasing population of foreign workers in Malta, especially third country nationals, who may experience greater precariousness.

CONCLUSION

This brief article cannot offer a comprehensive review of the government's initiatives and results relating to labour market participation, workers' training, unemployment and precarious employment. However, it does shed some light on a few crucial aspects and criteria of what has been achieved so far and what remains to be done in these important areas. Malta is projected to have Europe's fastest growing economy in 2019 (Times of Malta, 2019). The Labour government has been very successful in expanding the labour market and increasing the quantity of job opportunities. Nevertheless, it needs to focus more on improving the productivity and quality of jobs by, among others, strengthening the work-related skills of the population. Sustainable economic development should be based on a high-skilled workforce and a careful selection of the economic sectors to be promoted and targeted as worthwhile for investment.

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Understanding and managing absenteeism:

A PRACTICAL APPROACH

Luke Fiorini

ABSTRACT

Absenteeism in Malta has been the subject of contentious social dialogue in recent years. The following article discusses the factors that may encourage employees to engage in sick leave. These include illness-related factors, personal factors, occupational attitudes and organisational factors. The article goes on to offer practical suggestions on how absenteeism can be managed in a way that is beneficial for employers and employees alike. It is concluded that absenteeism cannot be eradicated and aids sick employees to recover. However, implementing preventive measures, fostering workplace motivation and supporting ill workers, amongst others, may aid in reducing the frequency of this behaviour.

INTRODUCTION

High levels of absenteeism are a perennial problem for some organisations. Employees resort to absenteeism for various reasons. The most accepted motive is avoiding work due to illness. However, other reasons can be deemed acceptable, such as personal and family emergencies. Less acceptable reasons include skipping work to attend social functions, recovering from self-inflicted issues, such as hangovers, and not wanting to go to work. One study based in Malta determined that four categories of factors could influence motives to stay home or attend work when ill: illness-related, personal, occupational, and organisational (Fiorini, Griffiths, & Houdmont, 2018). The following article presents a brief discussion of these causes of absenteeism and suggestions how this phenomenon can be managed.

HEALTH AND ILLNESS-RELATED REASONS

Illness is the most acceptable reason for absence from work (Johns & Xie, 1998). However, employees often attend work when sick. This is termed presenteeism (Johns, 2010) and illness-related factors can play a role in determining if employees attend work ill or not. Several studies have determined that workers are more likely to avoid work when symptoms are more severe (Frederiksen, Karsten, Indahl, & Bendix, 2015), illness is deemed contagious (Krohne & Magnussen, 2011) and individuals believe that illness is more likely to impede their ability to perform their work tasks (Wynne-Johns, Buck, Porteous, et al., 2011). These factors have also been found to influence absenteeism decisions among workers in Malta (Fiorini et al., 2018). In such cases, employers and employees alike would likely benefit if work is avoided. Individuals experiencing severe illness which influences their ability to undertake their work tasks are likely to perform poorly. This may have costly impacts upon organisations, such as sub-standard services and products. Furthermore, it is unlikely to benefit workers' health. Contagious individuals who attend work are likely to transmit their illnesses to their co-workers, clients or products (for example in the food industry), with potentially more serious consequences.

Individuals who are in poorer health and experience long-term illness may require occasional periods away from work in order to manage their diseases. Studies have previously described how individuals attend work whilst experiencing chronic disease, but avoid this when symptoms become unbearable (Hansson, Bostrom, & Harms-Ringdahl, 2006). Such periods of absenteeism can aid individuals to manage their illnesses and remain in employment. Whilst a short period of absenteeism for such illnesses may be health-promoting, the benefits of long absenteeism episodes is less evident (Sieurin, Josephson, & Vingard, 2009). Longer periods may be necessary in certain instances, such as post-operative recovery; but, for many long-term illnesses, quicker return to work following absenteeism is generally encouraged. This applies for both physical illness such as musculoskeletal disorders (e.g., back and neck pains) (Breen, Langworthy, & Bagust, 2005) and mental health disorders (Pomaki et al., 2010).

Suggestion 1: Short-term absenteeism is health-promoting and should not be discouraged when warranted. Employers could provide guidance via a communicated policy document which highlights situations where absenteeism is appropriate. Situations could include contagious illness, serious symptoms, and the inability to cope with work tasks. Conversely, where illness is not contagious and does not interfere with work tasks, workers could be encouraged to attend work.

Suggestion 2: Workers should be encouraged to seek the opinion of relevant health care professionals in order to maximise their chance of recovery. Depending on the workers' medical condition, professionals like medical doctors, physiotherapists and psychologists can also aid in determining if workers are fit for work. In certain situations, workplaces and tasks may need to be adjusted; this is discussed later.

PERSON-RELATED AND ATTITUDINAL REASONS

Several person-related factors not related to health can also influence absenteeism decisions. Individuals who care for others may be more prone to being absent from work. Parents of young children have been found to pick up more respiratory diseases (Mastekaasa, 2000) and experience burnout (Erickson, Nichols, & Ritter, 2000), resulting in absenteeism. Parents may also engage in absenteeism when their children are unwell or in response to other parent-related duties when they lack support. Similar reasons may lead workers who are also carers of dependent, older or disabled individuals to miss work. Several studies have highlighted that absenteeism is more common among women (e.g., Eurofound, 2017); one reason for this may be that these caring roles are more frequently carried out by women.

Apart from gender, health and caring responsibilities, people vary on various other criteria. One factor that may be relevant in fostering absenteeism is personality. Whilst some studies have suggested that personality does not influence absenteeism (Salgado, 2002), others have linked personality factors such as low conscientiousness and high neuroticism (e.g., Vlasveld et al., 2013) with increased absence. Such findings could suggest that individuals who are less conscientious, and therefore are likely to be less dependable, less disciplined, and less diligent, are also intrinsically more likely to avoid work. Studies suggest that those who are more likely to worry or feel anxious are also more likely to attend work; possibly as they worry about the implications of staying home. Several other personality-related aspects have also been linked to absenteeism; one interesting facet is that some individuals appear to have more conservative attitudes towards absenteeism than others. Unsurprisingly, those who view absenteeism as more legitimate appear to engage in greater absenteeism (Johns, 2011). Finally, individuals who are more satisfied by their work appear to engage in less absenteeism than those who are less satisfied (Cohen & Golan, 2007).

Suggestion 3: Parents and those with caring responsibilities require support. Flexible working arrangements, such as flexible working hours and the ability to work from home, may provide viable alternatives which reduce absenteeism. Such measures can aid in attracting and retaining employees.

Suggestion 4: During recruitment, employers may want to identify individuals who are conscientious; such conscientious individuals also frequently perform better at work. As absenteeism can be health-promoting, those who are more neurotic should be encouraged to use absenteeism when needed.

Suggestion 5: Improving workers' job satisfaction is likely to reduce absenteeism. Improving workers' level of responsibility, providing more varied and more meaningful tasks can foster satisfaction in some workers. Better organisational conditions are also beneficial; this is discussed in the next section.

ORGANISATIONAL REASONS

Various organisational factors can also influence absenteeism rates. Organisations may have policies and systems in place to limit absenteeism. Job insecurity and a lack of replacements for ill individuals may also limit one's opportunity to avoid work when ill. Whilst organisations may aim to tackle absenteeism abuse through the introduction of systems to limit absenteeism, these can have negative repercussions. Miraglia and Johns (2016) found that stricter absence polices increased the frequency of individuals attending work whilst sick. Interestingly, such systems can also result in longer absenteeism episodes, with workers worried about returning to work too soon, lest it result in a second instance of absenteeism (Grinyer & Singlton, 2000).

Company culture can also influence absence rates; some organisations, most typically private companies, may have a culture that encourages individuals to attend work even when ill. Such cultures are usually management-driven (Ashby & Mahdon, 2010). However, co-worker pressure can also drive workers to avoid absenteeism (Chambers, Frampton, & Barclay, 2017). Conversely, cultures where absenteeism is commonplace have also been reported (Baydoun, Dumit, & Daouk-Öyry, 2015).

The work itself is likely to also impact upon absenteeism rates. A multitude of studies have highlighted that high levels of work demands (e.g., Baydoun et al., 2015) and increased work stress (e.g., Hultin et al., 2011) can result in greater absenteeism rates. Demands could be various including physical demands, such as excessive manual handling; workload, such as being allocated excessive tasks; emotional demands, such as having to hide one's feelings when dealing with difficult clients; time demands, such as unrealistic deadlines; and relational demands, such as working with difficult co-workers. Absenteeism could occur because excessive demands are bad for individuals' health and because workers may consider the demands to be excessive, particularly when feeling under the weather.

Conversely, workplace factors that aid individuals to cope with excessive demands can be motivating, foster better levels of health, and have been associated with lower levels of absenteeism. These include better levels of work support from co-workers and superiors (Verhaeghe et al., 2003); improved justice and fairness at work (Ybema & van den Bos, 2010); and improved levels of work control (Schell, Theorell, Nilsson, & Saraste, 2013). Providing workers with the ability to modify their work when suffering from health problems has also been linked with reduced absenteeism, whilst also aiding individuals to recover from illness (Gerich, 2014).

Suggestion 6: Systems and cultures which try to discourage individuals from resorting to absenteeism can be replaced by a motivating culture which makes workers want to come to work. Organisations should provide workers with manageable levels of job demand, achieved via the provision of the necessary job resources. These could include job training, work equipment, fostering better relationships and support amongst co-workers and management, and providing workers with the ability to control aspects of their job, where possible. Better levels of motivation could also foster better performance and retention.

Suggestion 7: The above measures can foster better health levels. These can be further boosted by other organisational measures, such as: the provision of healthcare insurance, the availability of healthy food and opportunities to exercise within the workplace, and the provision of support programs for those experiencing mental health issues and personal problems.

Suggestion 8: Such measures can also make it easier for workers who are suffering from health problems to attend work. Consideration should also be given to providing such workers with alternative work or the ability to modify aspects of their jobs and environment during periods when suffering from health-related difficulties. Several professionals including ergonomic experts, health and safety practitioners, and health care professionals could aid employers in determining the necessary measures. Communication with workers who feel unable to return from absenteeism or are struggling at work is key.

CONCLUSION

Absenteeism cannot be eradicated; individuals with health issues can benefit from periods away from the workplace, whereas other personal issues can also exacerbate such episodes. The frequency of absenteeism, however, can be reduced. Employers should consider avoiding unpopular rigid measures to limit

absenteeism as these often have undesirable side-effects; such as encouraging sick people to attend work. Organisations should instead aim to foster healthier workplaces and workforces. This can be achieved by such measures as providing realistic work demands and the resources needed to cope with them. Other preventive measures such as the provision of exercise, time and facilities at work and support when ill from the appropriate health professionals should also be fostered. Early return to work following absenteeism can be encouraged when the conditions that aid individuals to cope and heal in the workplace are implemented. The provision of meaningful work may also aid in reducing absence, whilst the introduction of flexible work arrangements can aid individuals to cope with their personal challenges without having to resort to absenteeism.

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Social dialogue and competence development:

THE ROLE OF MALTA'S SOCIAL PARTNERS

Edward L. Zammit

ABSTRACT

Under the impact of the global financial crisis (2007-8), the European Commission has become more focused on safeguarding the economic stability and financial viability of member states than on its social policies. This trend is particularly evident in the lower emphasis attached to the practice of social dialogue at both the European level and that of the member states. More recently, however, as the EU economy is slowly recovering, new initiatives are being undertaken to restore social dialogue to its rightful place among EU institutions and operations.

This paper looks critically at the practice of social dialogue in Malta. It assesses the roles played by the social partners – particularly the trade unions – in social dialogue and suggests that the effectiveness of these roles may be significantly enhanced through professional training, better organisation, devolution of authority structures and the further development of the competences of both the main protagonists and of the lower participants in the social dialogue institutions.

THE LOCAL CONTEXT

The importance of human resources for Malta's social and economic development is widely acknowledged. Some neighbouring countries, well endowed with rich mineral resources, fail to enjoy our living standards. This achievement may be attributed to our social and political organisation, cultural and communal traditions, and particularly the skills and competences of our human resources. In

fact, throughout recent history, despite many setbacks and changing economic circumstances, the adaptability of our people has contributed significantly to the effective confrontation of successive challenges.

As a result, from a global perspective, Malta may be perceived as having a relatively cohesive, secure and robust society, without major social disruptions, deep rooted antagonism or economic inequalities. Undoubtedly, this 'outside view' contrasts sharply with that of many 'insiders' who are often keenly aware of local shortcomings. Nevertheless, in comparison with many other countries, Malta stands out as a small, peaceful and relatively 'harmonious society'. This state of affairs is particularly evident in the arena of industrial relations where the practice of social dialogue has been well established for many years.[1]

Since Malta's accession to the EU, there has been a further, gradual development from the traditional confrontational 'British model' of industrial relations to the corporatist European social model. As a result of EU membership, social dialogue in Malta has acquired a new lease of life.[2] Ever since the official recognition of trade unions and the right to strike in the post-World War II era, the practice of bilateral negotiations between employers and trade unions about wages and other conditions of employment has become established as a characteristic feature of industrial relations. The public and private institutional set up, as well as the full range of proceedings leading to the resolution of trade disputes, are enshrined in law.[3] The institutions and established processes of industrial relations include the recognition and registration of trade unions and employer organisations, the legitimate resort to strikes and lockouts, the provision of mediation and conciliation, the legally binding collective agreements and, when all else fails, the compulsory resolution of disputes through industrial tribunals. Most disputes emerge and are

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1 As a result of free, bilateral collective bargaining carried out between employers and trade unions, industrial relations in most of Malta's main enterprises are regulated by periodic collective agreements.

2 European social dialogue is enshrined in the Treaty establishing the European Community (OJ, C202, 2016: art 138, 139, et) and it is promoted by the European Commission as an instrument for a better governance and promotion of social and economic reforms. The aim of social dialogue is to improve European governance through the involvement of the social partners in decision-making and implementation. This principle has been endorsed in many EU treaties since the original Treaty of Rome (1957) and has been included explicitly in the Single European Act (1986), the Treaty of Amsterdam (1997) and the Lisbon Treaty (2009). More recently, the EU Parliament, Commission and Council have proclaimed the *European Pillar of Social Rights* (2017) which promotes 'the autonomy and the right to collective action of the social partners and their right to be involved in designing and implementing employment and social policies by means of collective agreements'.

3 Principally the *Employment and Industrial Relations Act* (Cap 452, as amended) and a number of Legal Notices covering a wide range of sectors and specific employment situations which are promulgated under its auspices.

settled through direct interaction between employers and unions and often involve the government, both in its direct role as Malta's main employer and through the mediation and conciliation services offered freely by the Department of Industrial and Employment Relations (DIER). Industrial relations in Malta are normally carried out at the enterprise level and very rarely at sectoral level; except in the case of the professional grades in the public sector and in government departments.

During the past few decades, the practice of national level bargaining has been gaining ground and a number of institutions were established specifically for this purpose. Notably, these include the Malta Council for Economic and Social Development (MCESD) and the Employment Relations Board (ERB). The roles played by the social partners in these bodies are mainly advisory to government in the formulation of policies and in the enactment of labour legislation. There are also other institutions where the social partners perform an executive role, such as in the Occupational Health and Safety Authority where the social partners sit on the Authority's highest Board *ex ufficio*. There are other institutions such as the Jobsplus Corporation[4] where representatives of the social partners play an active role in the corporation's policy formulation, even if they do so in a personal capacity.

On almost all occasions, the individuals who actually participate in national social dialogue are the chief executives or other top officials of their own social partner organisations. In practice, this means that a small number of persons normally participate actively in a long series of meeting after meeting where they discuss matters of national interest and on behalf of their own organisations. Furthermore, these same individuals are regularly involved in meetings abroad organised by the cross industry European partner organisations.[5] Additionally, these top officials are also 'compelled' to participate in media programs as these activities are regarded as an important way of communicating with their own members and with the public at large. These tasks are over and above their normal administrative and executive duties attached to their substantive roles as the top officials of their own organisations.

4 Although the presence of the social partners on the Jobsplus Board (formerly known as the *Employment and Training Corporation*) is not embedded in its statute, members from the main employers' association and the trade unions are normally appointed by successive governments in a personal capacity.

5 These are principally: BusinessEurope, CEEP, UAPME and ETUC. To these a number of sectoral and trade organisations are also added. Attendance at these meetings for participants from Malta normally involves a minimum commitment of two or three days.

In the course of carrying out their social dialogue negotiations, particularly at the ERB[6], the representatives of employers and workers generally tend to lay aside their individual and organisational differences and pull the same rope on behalf of the common interests of their constituents.

The social partners' role in social dialogue normally requires their involvement in the process of negotiation with their opposite members. The ultimate aim is that of reaching a compromise which would, at the very least, satisfy the minimum requirements of their constituents. Their role embodies a wide range of abilities and demands a mastery of political, psychological, economic and leadership skills. The incumbents normally acquire these qualities by experience, cumulatively over the years, through a process of trial and error. This would have started and subsequently pruned from time to time, when they were effectively building up their careers within their respective organisations. Essentially, social dialogue is the process of negotiation by which the social partners seek agreement to work together on policies and activities. It takes place at enterprise, national and at European level.[7] 'Bipartite' social dialogue brings together workers and employers, whereas 'tripartite' social dialogue also involves government or EU representatives.

What is proposed in this paper is that these qualities and abilities should ideally be distributed among a wider range of participants and transmitted beyond the jurisdiction of the top officials of their own organisations. It appears that the present concentration of authority and the constant focus on the top officials of the social partner organisations reflects the limitations of adequate organisational support which is typical of the small size of Malta's economy and society. Yet, as a full member, Malta participates in all major EU institutions and the protagonists are expected to rub shoulders and interact with their colleagues with professional backing from much larger countries. It is proposed that such challenges may be effectively met by means of a policy which promotes a wider devolution of authority from the top echelons to the lower tiers of the social partner organisations and a more active participation by these cadres in decision making. Such devolution may be facilitated through systematic programmes of professional, formal and informal training on behalf of the protagonists within these organisations.

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6 The tripartite membership of the ERB is specified in EIRA as follows: the employers are represented by members from the Malta Employers' Association, the Malta Chamber of Commerce and Industry, the Chamber of Small and Medium Sized Enterprises and the Malta Hotels and Restaurants' Association. On their part, the workers are represented by members from the General Workers' Union, the Confederation of Malta Trade Unions, the United Workers' Union and the Forum of Maltese Unions. There are also members representing the Government. These include the Director of the Department of Industrial and Employment Relations as Deputy Chairman and three others appointed by the Minister responsible for industrial relations. There is also an independent Chairman.

7 As noted above, to date the incidence of sectoral bargaining is limited in Malta.

It should be further noted that the required kind of professional training of the social partners should be directed at imparting transformative and not merely reproductive values and bargaining systems (Zammit, 2014). This caveat is applicable to all the social partners and particularly for educational courses administered to trade union activists. The focus on trade unions among the social partners – and specifically on trade union education in the remaining part of this paper – is posited on the basis of their critical role in social dialogue.

TRADE UNION EDUCATION FOR SOCIAL DIALOGUE

Trade union education may be described as 'reproductive', when it promotes workers' militancy and solidarity against the predominant 'paternalist' culture which traditionally legitimised the established managerial prerogatives. These are the kind of values and practices highly relevant to the traditional 'confrontational' approach to industrial relations. It should be clearly stated that no trade union leader could or even should totally abandon the militant role which throughout history has provided the clarion call of workers to rally behind their union leaders, develop solidarity and resort to collective action. When that happens, trade unions are rightly criticised for having 'been tamed' and for 'losing their teeth'. Trade unions must always remain closely in touch with their own grass roots. Whatever the circumstances, their aim should always remain that of defending and advancing the working and living conditions of their members and of the working class generally.

However, the function of unions as equal partners in social dialogue may demand greater collaboration within a corporatist setup and, under certain circumstances, this may be the more effective way for them to realise their vocation. In order to be effective, such a policy needs to be propagated and assimilated through 'transformative' programmes of trade union education. In the long run, this policy needs to be disseminated among a wide range of union officials through both formal and informal channels so as to enable and empower them to fill the shoes of their predecessors. Significantly, 'transformative' trade union education is highly relevant to the current situation in Malta, where union and employer representation has become effectively established and is placed on an equal footing along with other protagonists of national social dialogue.

An evaluation of the educational strategies – both formal and informal – organised over the years by Malta's two main unions[8] demonstrates that they have generally promoted reproductive policies and that the promotion of transformative policies has been limited. Both unions have their own education section for the

8 The General Workers' Union (GWU), and the Union of United Workers' (UHM) whose collective membership amounts to around 76% of all union membership.

organisation of formal educational activities both on behalf of their officials and the rank and file. Nonetheless, the unions' commitment to educational policies is generally low, unsustained over long periods and generally regarded as a soft option. The unions' interest in educational initiatives tends to be sporadic and only resurfaces from time to time in response to individual initiatives.

A glaring example of reproductive educational policy is when the GWU, through its public meetings, conferences and particularly through its own popular, daily, working class newspaper, constantly expresses and fosters its militant subculture as an integral part of its negotiating armoury. The union stresses among its members the importance of maintaining working class solidarity, their allegiance and determination to follow the instructions of the union and political leadership. This is propagated as an important tool in its industrial relations arsenal, in order to strengthen the union's claims with both public and private employers. However, there are also many instances over the years when the GWU has collaborated with employers in order to secure jobs and to promote social and economic policies for the benefit of members and of the general population. The members' solidarity is generally enforced through its reproductive educational policies.

There is one epoch, however, in the GWU's history when it became fully committed to a transformative form of workers' education. It was during the period following the mid-1970's when the union went all out to promote a novel form of industrial relations: one based on the concept of workers' participation in industry. The union's attention for a few decades became focused on promoting workers' participation at Malta Drydocks: an enterprise which used to be a major, publicly owned industry and a traditional, working class stronghold. The union collaborated fully with some academics at the University of Malta in establishing the Workers' Participation Development Centre[9] as a main source of imparting transformative workers' education both at the Drydocks and beyond. However, under the weight of sustained financial losses, the system of workers' participation was later abandoned as the industry was downsized and eventually privatised. As a result of this adverse experience, transformative workers' education was again relegated among the lower priorities. Significantly, during that epoch, the GWU's educational efforts were inspired and implemented in tandem with the Labour Government's industrial policy. This was partly the outcome of the Union's links with the Labour Party with whom it has maintained close collaboration over the years, both through

9 The WPDC was established in 1981 and has since been renamed the Centre for Labour Studies. Its main objectives were to conduct research, educational and consultancy activities in support of workers' participation. The UHM, through its membership of the Confederation of Malta Trade Unions, also collaborated in the setting up of the Centre.

their formal links and through the common allegiances of their rank and file.

Like the GWU, the UHM has its own section responsible for organising formal educational courses on various subjects for its own officials and members. These functional activities are intended to promote the union's functions. From time to time, the union also commissions research from professionals to assist in the formulation of its own policies.

One of the Union's initiatives stands out: it is based on a report, published in 2012 which was officially endorsed by all the leaders of Malta's political parties and by all the social partners represented on the MCESD. The stated aim of this project was to implement pragmatic Active Labour Market Policies (ALMP) in terms of the European Employment Strategy and was aimed at addressing the perceived shortcomings of Malta's labour market. The highlights of the document include the adoption of relevant education and training programmes for the enhancement of working skills together with a more comprehensive forecasting exercise of future demand for skills. The paper reviews the ALMP experiences in Malta and a number of successful experiences in other EU countries. On the basis of these experiences, the paper makes a number of policy recommendations meant to put in place an efficient and effective ALMP policy; supported by all social partner. These requests included:

1. A central counselling team made up of government representatives, trade-unions, employers' representatives, education sector representatives', economists and political parties.
2. Training budgets, which would be at the forefront of trade union requests during collective agreement negotiations.
3. A National 'Skills Council' involving social partners and other experts to regularly meet, discuss and update training strategy in order to cater for the latest developments in demand for skills.

In 2013, soon after the general elections, the new government launched a new strategy which was largely based on the UHM's ALMP document; the social partners were invited to play an active part in the implementation of its policy recommendations. Since then, Malta has achieved almost full employment and has even become an importer of labour from abroad; both to fill highly technical and also low skilled occupations. The major unions are also playing an active part in job placements and are paid by the government for this service. The unions are also represented in the policy making bodies of the main vocational training institutions. All this bodes well for the provision of the functional skills among workers which are sorely needed in a booming economy.

However, the extent to which the unions avail themselves of the opportunities offered by social dialogue to raise the creative competencies of their own officials through professional training in reproductive and transformative skills remains an open question. As noted above, the attainment and wider distribution of both these competencies is essential for the social partners to fully realise the potential of social dialogue.

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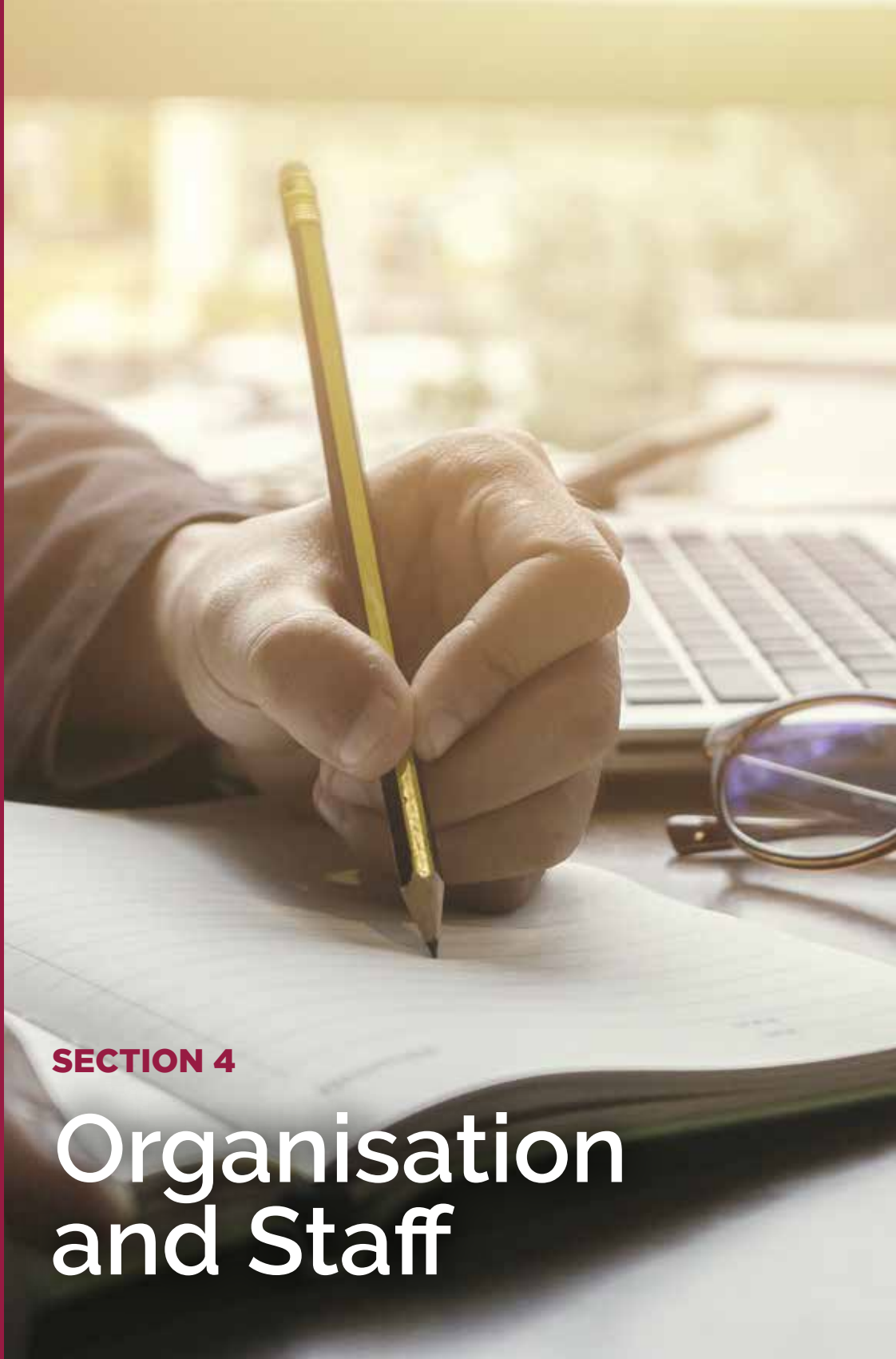

SECTION 4

Organisation and Staff

Centre for Labour Studies Board

(AS AT DECEMBER 2018)

CHAIRPERSON
Professor Godfrey Baldacchino (as Rector's delegate)

VICE-CHAIRPERSON
Dr Anna Borg (Director, Centre for Labour Studies)

MEMBERS
Appointed by Council
Mr Reno Calleja

Appointed by Senate
Professor Peter Mayo

Representatives of the Academic Staff
Dr Manwel Debono
Dr Luke Fiorini

Representatives of the Students
Ms Maria Azzopardi
Ms Annabel Muscat

Appointed by the Faculty of Economics, Management and Accountancy
Dr Peter J. Baldacchino

Appointed by the Confederation of Malta Trade Unions
(of whom one is by the Union Ħaddiema Magħqudin)
Mr William Portelli
Mr Josef Vella

Appointed by the Forum Unions Maltin
Mr Colin Galea

Appointed by the General Workers' Union
Mr Josef Bugeja
Mr Victor Carachi

Appointed by the Malta Employers' Association
Mr Joe Farrugia

Appointed by the Ministry responsible for Labour Relations
Ms Sandra Gatt

Secretary to the Board
Ms Caroline Chetcuti

HONORARY MEMBERS

Mr Anthony Busuttil
Professor Gerard Kester
Dr Francis La Ferla
Mr Saviour Rizzo
Professor Edward L. Zammit

Centre for Labour Studies Staff

4.2.1 FULL-TIME LECTURING STAFF WITH THE CENTRE FOR LABOUR STUDIES

DR ANNA BORG Ph.D.(MDX), M.Sc.(Manchester Met.), Dip. Soc.St.(Melit.) joined the Centre's academic staff in 2008 and became the Director of the Centre in October 2014. She coordinates the Diploma in Gender, Work and Society and the Bachelor in Work and Human Resources. She lectures in the area of equality and diversity in the labour market, HR-related topics, work-life issues and qualitative research methods.

DR MANWEL DEBONO Ph.D., M.Sc.(Hull)., B.Psy.(Hons)., C.Psychol is an occupational psychologist and senior lecturer at the Centre for Labour Studies, where he served as director from 2009-2014. Dr Debono coordinates the Masters in Lifelong Career Guidance and Development, and lectures in organisational psychology, human resource management and career guidance. He oversees the Centre's main research projects and has published widely on the topics of labour studies and working conditions.

DR LUKE FIORINI Ph.D. (Nottingham), M.Sc. (Derby), P.G.Dip., B.Sc (Hons), S.R.P. joined the Centre's academic staff in 2012. He coordinates the Bachelor in Occupational Health and Safety course. Dr Fiorini lectures in areas related to occupational health and safety, work performance and ergonomics. He has been involved in a number of the Centre's projects.

PART-TIME LECTURING STAFF WITH THE CENTRE FOR LABOUR STUDIES

PROF GODFREY BALDACCHINO Ph.D. (Warwick), B.A.(Gen.), P.G.C.E (Melit.), M.A. (The Hague) is a Professor of Sociology at the University of Malta and the Chair of the Board of the Centre (as Rector's Delegate) since 2010. He spent ten years (2003-2013) as Canada Research Chair (Island Studies) at the University of Prince Edward Island, Canada. He lectures in Globalisation, Work and Development; Employee Involvement and Participation; Organisational Design; Work Design and Job Classification. Since 2016, he is also serving as a Pro-Rector of the University of Malta.

PART-TIME RESEARCH STAFF WITH THE CENTRE FOR LABOUR STUDIES

MR SAVIOUR RIZZO M.Ed. (Melit)., B.A.(Gen.) has been associated with the Centre since its establishment in 1981. He served as the Director of the Centre between 2003 and 2009. He lectures in Sociology of Work; Education and the Labour Market; and Gender and Sociology. He is currently as a research support officer with the Centre.

Additionally, the Centre had 22 male and 15 female who served as visiting lecturers for the courses offered by the CLS during 2017 and 2018.

4.2.2 ADMINISTRATIVE STAFF

MS JOSEPHINE AGIUS has been employed at the University of Malta since 1995 and joined the Centre's staff in January 2000. She works as an Administration Specialist and provides administrative support to the Diploma in Gender, Work and Society, Bachelor in Work and Human Resources Cohort 2018-2023 and the Masters in Lifelong Career Guidance and Development.

MS STEPHANIE MUSCAT Dip. Soc. St. (Melit.), has been employed at the University of Malta since 1995. She worked for almost nine years at the Mediterranean Academy of Diplomatic Studies. She stopped from work for six years on parental leave and then joined the Centre for Labour Studies in March 2011. Ms Muscat works as an Administration Specialist and provides administrative support to the Bachelor in Work and Human Resources Cohort 2016-2021. She is currently reading for a B.A (Hons) in Social Wellbeing Studies at the University of Malta.

MS CAROLINE CHETCUTI B.Comms (Melit.) has been employed at the University of Malta since 2015. She handles the administrative work related to the Bachelor in Occupational Health and Safety Cohorts of 2016-2021 and 2018-2023 and the Bachelor in Work and Human Resources Cohort 2014-2019. She also handles the work related to design and photography of the Centre.

SECTION 5

Academic Programmes

OFFERED IN 2017-2018

Diploma in Gender, Work and Society

Course Coordinator: Dr Anna Borg

INTAKE: (COHORT YEAR 2017-2019)

Females	Males	Total
14	1	15

The course aims to give students an introductory overview on gender issues and how these impact on the individual within the social, cultural, economic and political behaviour.

Its objectives are to:

- sensitise participants into the importance of gender as a transversal theme in appreciating social, cultural, economic and political behaviour,
- facilitate the effective participation of men and women in decisions which invariably affect their lives,
- empower women and men to request, develop and maintain gender friendly and gender sensitive polices in the home, at work and in society.

COURSE PROGRAMME

Year 1

GDS1001 Gender and Sociology
GDS1004 Introduction to Gender Studies and Public Speaking
GDS1005 Gender and Psychology
CLS1209 Gender and Economics
CLS1210 Gender and Decision Making
CLS1225 Gender and the World of Work
GDS1006 Gender and Law and Gender and Crime

Year 2

CLS1206 Research Methods and Design
CLS1226 Gender and Health
CLS1227* Gender and Organisational Behaviour
CLS1228* Gender and Labour Economics
CLS1229 Gender and Social Policy
GDS1002 Gender and Culture
GDS1003 Gender, Poverty and Development
GDS1007 Media Literacy and Gender Issues
GDS1008 Violence Against Women

*In order to be eligible to join the third year of the Bachelor in Work and Human Resources (Honours) course, students will need a pass in study-units CLS1227 and CLS1228.

Bachelor in Work and Human Resources

(HONOURS)

Course Coordinator: Dr Anna Borg

INTAKE:
(COHORT YEAR 2018-2023)

Females	Males	Total
16	4	20

(COHORT YEAR 2014-2019)

Females	Males	Total
30	7	37

(COHORT YEAR 2016-2021)

Females	Males	Total
14	8	22

(COHORT YEAR 2012-2017)

Females	Males	Total
13	3	16

COURSE OBJECTIVES

As organisations strive to adapt to the ever-increasing challenges of globalisation, the need for skilled and qualified human resource professionals increases. This course, offered in collaboration with the Faculty of Economics, Management and Accountancy, aims to fill a gap in this much needed area of specialisation. The curriculum provides students with sound underpinning knowledge and the necessary skills that will enable them to work professionally in settings related to human resources.

COURSE PROGRAMME

Year 1

CLS1102 Equality at the Place of Work
CLS1103 Employment Law in the Maltese and European Contexts
CLS1107 Sociology of Work

CLS1108 Occupational Psychology
CLS1111 Introduction to Social Science
CLS1112 Academic Skills in Work and Human Resources
ECN1200 Introductory Economics for Work and HR

Year 2
CLS1104 Organisational Communication
CLS1105 Introduction to Occupational Health and Safety
CLS1106 The Evolving Labour Market
CLS1109 Industrial Relations
CLS1110 Labour Economics
CLS1206 Research Methods and Design
MGT1944 Human Resources Management

Year 3
CLS2100 Globalisation, Wok and Development
CLS2101 The Recruitment Process
CLS2102 Group Behaviour
CLS2103 Performance Management
CLS2104 Social Policy and the Labour Market
CLS2105 Education and the Labour Market
CLS2106 Motivation and Compensation
CLS2107 Collective Bargaining
ACC2941 Elements of Financial Management
ECN2213 Economic Growth and Development

Year 4
CLS2108 Training and Development
CLS2109 Work-Life Issues
CLS2111 Career Choice and Development
CLS3101 Applied Quantitative Research Techniques (elective)
CLS3102 Applied Qualitative Research Techniques (elective)
CLS3103 Topics in Occupational Health and Safety
CLS3104 Employee Involvement and Participation
CLS3112 Organisational Design
CLS3113 Topics in Employment and Industrial Relations Regulations
IOT2301 Ideas and Entrepreneurship
PPL3091 Public Management

Year 5

CLS3106 Personality at Work
CLS3109 Managing Abuse at the Work Place
CLS3110 Workplace Design and Ergonomics
CLS3114 Applied Topics in Work and Human Resources
CLS3115 Research Process in Work and Human Resources
CLS3116 Dissertation

2017 AND 2018 CLS GRADUATES

During the 2017 and 2018 graduation ceremonies, 24 students of the CLS were awarded their diploma or degrees, as follows:

2017 Graduates - Bachelor in Work and Human Resources (Honours)

Females	Males	Total
12	3	15

2017 Graduates - Diploma in Work and Human Resources

Females	Males	Total
1	0	1

2018 Graduates - Diploma in Work and Human Resources

Females	Males	Total
8	0	8

LIST OF DISSERTATIONS FOR THE BACHELOR IN WORK AND HUMAN RESOURCES (HONOURS)

Cohort 2012-2017

Name of Student	Title of Dissertation
Abela Franklin	The Relationship between Psychological Contract Breach and Job Related Attitudes: A Study within a Pharmaceutical Industrial Plant in Malta
Apap Lisa	Facilitating the Retention of Mothers in the Gaming Sector
Attard Tara	The Human Resource Perspective on the Values of Education for Recruitment
Brincat Franklyn	Pilots' Non-Technical Skills: A Critical Analysis of Current Assessment Practices
Camilleri Marie Jacqueline	Exploring the Reward Management System in the Malta Public Service: The Case of Senior Management Employees
Camilleri Tessabelle	Analysing Individual Needs to Express Human Capital
Farrugia Gabriella	Female Participation in Malta's Maritime Transport Industry: Prospects and Challenges.
Fenech Rowena	Collaboration and Harmony among Employees: The Road to Business Success
Micallef Mandy	Exploring Work-life Balance and the Relevant Stressors in the Private Sector
Muscat Michelle	The Relationship between Flexible Work Arrangements, Employee Engagement and Organisational Commitment: Analysing Work-family Enrichment of Employees at the Central Bank of Malta
Pace Frendo Lizianne	'Mumpreneur': The Career Identities of Maltese Women and their Experience of Combing Business with Motherhood
Rizzo Raisa	The Experiences of Persons with Disability in the Recruitment Process
Spiteri Natalino Andrew	A Study of Lesbian, Gay, Bisexual and Transgender (LGBT) Employment Issues in Small and Micro Enterprises
Zammit Caroline	The Uphill Struggle of Maltese Women to Top Management Posts: Exploring the Gendered Hurdles
Zammit Marouska	Flexible Work Arrangements and Knowledge Workers in an iGaming Organisation: A Case Study

Bachelor in Occupational Health and Safety

(HONOURS)

Course Coordinator: Dr Luke Fiorini

INTAKE:
COHORT 2018 – 2023

Females	Males	Total
3	14	17

COHORT 2016 – 2021

Females	Males	Total
3	28	31

COURSE OBJECTIVES

The course objectives are:

- To introduce the concepts and skills involved in the promotion and effective pursuit of health and safety at work;
- To develop the basic investigative and analytic competences necessary so that workplace hazards can be recognised, evaluated and minimised
- To inculcate the principle of risk reduction of workplace hazards and practices
- To identify and appreciate the psycho-social features of workers and working environments which have a bearing on the nature and incidence of occupational hazards and diseases.

COURSE PROGRAMME

Year 1

CLS1314 Academic Skills in Occupational Health and Safety
CLS1315 Physical Sciences in Safety, Health and the Environment
CLS1316 Organisational Behaviour
CLS1317 Work, Industrial Relations and the Business Environment
CLS1318 The Promotion of Health and Wellbeing at Work

CLS1319 Biological Principles in Health, Safety and Occupational Toxicology
CLS1320 Risk Management and Principles of Control

Year 2
CLS1206 Research Methods and Design
CLS1321 Occupational Safety
CLS1322 Health and Safety Statistics and Epidemiology
CLS1323 Ergonomics and Human Factors
CLS1324 Fire Safety and the Management of First Aid
CLS1325 Investigative Skills and Occupational Safety Practice
PBL1020 Health and Safety Legal Framework

Year 3
CLS2301 Gender, Age, Race and Disability
CLS2302 Occupational Hygiene
CLS2303 Occupational Health
CLS2304 Environmental Health Management: Policy and Legislation
CLS2305 Health and Safety Management and Supervisory Skills
CLS2306 Practical Skills and Application
PBL2016 Topics in Health and Safety Law

Year 4
CLS2307 Properties of Material, New Technologies and Technical Drawing
CLS2308 Health and Safety Adults
CLS2309 Applied Occupational Safety and Health
CLS3101 Applied Quantitative Research Techniques (elective)
CLS3102 Applied Qualitative Research Techniques (elective)
CLS3301 Supported Study-Unit in Occupational Health and Safety
CLS3302 Personal Development, Ethics and the Ability to Train Others
CLS3303 Advanced Practical Skills and Application

Year 5
CLS3304 Topics in Applied Occupational Safety and Health
CLS3305 Occupational Incident and Accident Investigation
CLS3306 Occupational Health and Work Performance
CLS3307 Synoptic Unit
CLS3308 Dissertation
IOT3100 Creative Thinking and Innovation

Master in Lifelong Career Guidance and Development

Course Coordinator: Dr Manwel Debono

INTAKE: (COHORT 2016 – 2019)

Females	Males	Total
4	4	8

COURSE OBJECTIVES

Employment is becoming more flexible and careers less predictable. The problem of unemployment is a national priority debated at the highest levels of our society. At the same time, there has been an expansion of education with a particular focus on lifelong learning. People are thus seeking increasing amounts of career-related assistance throughout their whole lives. The Postgraduate Diploma in Lifelong Career Guidance and Development, offered jointly by the Centre for Labour Studies and the Faculty of Education, seeks to enhance professional career guidance services in Malta. The course is designed for applicants in possession of a graduate level of education who wish to work at a professional level in the career guidance field.

COURSE PROGRAMME

Year 1

CLS1206 Research Methods and Design
CLS5101 Sociology of Work
CLS5102 The Labour Market
CLS5103 Placement in Career Guidance Settings
CLS5104 Career Guidance Tools
CLS5110 Service Provision for Different Client Groups

COU5401 Skills in Vocational Guidance and Counselling for Career Guidance Practitioners
EDS5602 Guidance Theories, Models and Strategies

Year 2
EDS5603 Professional Development
EDS5604 Career Guidance Management
EDS5606 Career Development and Lifelong Learning
EDS5608 Career Guidance Practice
CLS5107 The Workplace (elective)
CLS5111 Applied Quantitative Techniques for Career Guidance
CLS5112 Applied Qualitative Techniques for Career Guidance

Year 3
EDS5609 Dissertation

SECTION 6

DISSERTATION SYNTHESIS

The following synthesis of dissertations have obtained a First Class Honours degree in Work and Human Resources.

SECTION 6.1

Caroline Zammit

TITLE

The uphill struggle of Maltese women to top management posts: Exploring the gendered hurdles

THE AIM OF THE STUDY

This qualitative research seeks to explore the visible and the invisible hurdles that may be holding women from making it to top management positions in private organisations in Malta. The study uses the gender lens to look into the organisational demands within private firms and family expectations that may encumber women from climbing the corporate career ladder. It builds on Joan's Acker Theory of Gendered Organisation and the notion of the "ideal worker" (1990).

METHODOLOGY

Data for this study was captured through eight semi-structured qualitative interviews. These were conducted with four male and four female participants who all held a top management position in private organisations. All participants were married or were in a relationship, and had children who still reside with them. These informants were purposely chosen from different business sectors and hold different responsibilities within their organisations.

A Thematic Analysis approach (Braun & Clarke, 2006) was adopted in order to analyse the data and to identify emerging themes (Karin, 2008; Attride-Stirling, 2001).

KEY FINDINGS

The research highlights three major hurdles that are hindering women in Malta from making it to the top management positions of private organisations. These are: 1) the gendered division of labour at home, 2) gendered organisations and 3) work-family conflict.

The research conducted suggests that socially constructed gender roles and gender stereotypes create strong expectations that lead to the belief that women should be responsible for the care of children and domestic tasks. On the other hand, there is a similar strong message that for men, paid work comes first and foremost. These gendered roles and gendered expectations create an imbalanced division of labour at home which benefits men and penalises women, who often feel obliged to take on the lion's share of the family care needs and the chores at home.

These gendered expectations continue to linger in the minds of the gatekeepers in private organisations who tend to form biases that often discriminate against women and are beneficial to men. These gendered biases are built around the assumption that women may be unable to meet the job expectations associated with high ranking jobs due to the heavier family burdens which they assume. In contrast, gatekeepers tend to associate men with positions that entail power and decision making and in the process they assume that men's attention, time and energy will not be affected negatively by family commitments or house chores. Due to the overwhelmingly male dominance in decision making positions within private organisations, these assumptions about women's and men's roles are firmly ingrained in their psyche.

Jobs in top management typically come along with specific expectations, such as long working hours including weekends and business related travel. These commitments clash with other family-related obligations. For example, long term absences in relation to maternity or parental leave are frowned upon and are deemed to have a negative impact on those who use them.

Another organisational factor that seems to be acting as a brake to women's career advancements is the recruitment process and its link to social networks. Organisations seldom advertise vacant within top management because they tend to prefer to head-hunt a specific candidate or consider people referred to them by others and those who promote themselves during networking events. This research

show that, since these events are more likely to be organised outside working hours, women tend to be in a minority because their family commitments often makes it challenging for them to participate in these networking events. This often means that women are losing out on opportunities to promote themselves whilst reducing their chances of becoming aware of vacant roles which are communicated through the grapevine. Therefore, although organisations claim that job positions are gender neutral, it is evident that they are not because top managerial roles are often shaped on the image of the "ideal worker" who is not encumbered with family commitments and family over work priorities (Acker, 1990). This suggests that the combination of gendered family roles and gendered organisations create an invisible barrier to women's career advancements and ambitions.

CONCLUSION

This study highlights how gender roles and gender stereotypes hamper women's journeys as they attempt to climb up the corporate career ladder in private organisations. Notions of gender shape our lives and create expectations at home and at work that often link women with care and domestic responsibilities and men with paid work. This study suggests that Maltese society at large continues to propagate traditional gender roles which seem to be easily accepted and are less likely to be challenged. As a result, women continue to believe that they have the main responsibility for nurturing their families, even if this means giving up their career ambitions or else find ways to juggle and cope between the two distant worlds of work and family.

In order to achieve gender balance in top management positions, gender roles need to be challenged and changed at the personal level, within families and organisations and within the wider society.

References

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Yukongdi, V., & Benson, J. (2005). Women in Asian management: Cracking the glass ceiling? *Asia Pacific Business Review, 11(1),* 139-148.

Lisa Apap

TITLE

Facilitating the retention of mothers in the gaming sector

THE AIM OF THE STUDY

The main aim of this qualitative study is to explore how the retention of mothers in the labour market, and specifically in the gaming industry, can be facilitated after the birth of a child. The study focuses on factors that facilitate the retention of mothers, namely what leave and support networks they resort to once they have a baby. The study is based on a theoretical framework, using the Time Bind theory of Arlie Hochschild (Stanhope, 1997).

METHODOLOGY

This study adopted a qualitative approach in order to find out from a sample of eight women what factors facilitate the retention of mothers after having a baby and availing themselves from leave, maternal or otherwise. The informants for this study where selected through purposive sampling,

KEY FINDINGS

The results acknowledge that there are several challenges around the experience of motherhood. To fulfil the aim of this study, a number of factors were identified which facilitate the retention of mothers and therefore ensure their return to employment after the birth of a child. The factors that facilitate the retention of mothers emerge from formal and informal policies at the place of work, the family network, and the motivation of the mother herself. This study also provided recommendations that can be taken at family, workplace and state levels to enable mothers to remain in employment.

The findings showed that the informants' managers were very supportive and held an evolved mind-set based on attitudes of trust, respect and responsibility which support mothers during their maternity leave. None of the employees were expected to work, as their manager understood that they needed to focus on their baby. This shows the importance of the manager being able to understand and empathise with mothers during this period (Morris & Jacobs, 2013, pp. 1-31).

The findings also highlighted that employees in higher status positions are more exposed to pressure and higher expectations. Therefore, they experience a higher level of stress which could hinder their focus and dedication to their child (Damaske et al, 2014).

Flexibility also plays an important role for these mothers. Flexible options enabled the employees to settle into a new routine and adjust to new demands which emerged from the birth of a child in conjunction with work responsibilities (Morris & Jacobs, 2013).

CONCLUSION

On the whole, the findings that emerged from this research study presented a number of possible factors that can facilitate the retention of mothers after the birth of their children. It also showed that mothers wanted to remain in employment after giving birth irrespective of the number of challenges which are linked to this experience, which somehow echoes Hochschild's theory, The Time Bind, but for different reasons.

The gaming industry in Malta includes a number of companies which originate from Nordic countries, countries with better family-friendly practices than those available in Malta. The gaming industry is a highly innovative and technological sector. Therefore, it can contribute to the retention of working mothers since it can give them the opportunity to work from different locations. This sector can introduce family-friendly practices in Malta, which can lead to a change in the culture around the type of support that companies should offer to working mothers.

One needs to consider that Malta currently has the lowest unemployment rate in the European Union (Eurostat, 2016) and therefore employers must ensure that they retain mothers given the limited supply of workers in the labour market. On the other hand, the labour market can benefit from the contribution of women to the place of work, which is as important as the contribution given by men.

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SECTION 7

Eurofound Contract 2017-2018: Reports

Title	Date
Working Life Country Profiles	Jan-17
Quarterly Report IV (October-December)	Jan-17
Information Consultation Quarterly Report	Jan-17
National media sources update for the restructuring events	Feb-17
Annual update: working time	Feb-17
Annual update: Pay part 1	Feb-17
Employment effects of public or social partner-based innovation support measures	Feb-17
Application of the conceptual framework on key dimensions in industrial relations	Mar-17
Annual Update: Pay part 2	Mar-17
Quarterly Report I (January-March)	Apr-17
Information Consultation Quarterly Report	Apr-17
ERM legal database	May-17
Malta: Law amended in attempt to stop trade union disputes over recognition	May-17
Representativeness study: Commerce	Jun-17
Quarterly Report II (April-June)	Jul-17
Information Consultation Quarterly Report	Jul-17
Involvement of social partners in EU semester	Aug-17
Public and social partner based support to redundant older workers	Sep-17
Representativeness study: ICT-Telecom	Sep-17
Malta: Compensation for Public Holidays Falling on Weekend	Oct-17
Quarterly Report III (July-September)	Oct-17
Information Consultation Quarterly Report	Oct-17

Representativeness study: HORECA & Contract Catering	Nov-17
Representativeness study: Banking	Nov-17
Representativeness study: Insurance	Nov-17
Proposal about sick leave by employers	Nov-17
Progress Report	Dec-17
Annual Update: Pay part I	Jan-18
Quarterly Report IV (October-December)	Jan-18
Information Consultation Quarterly Report	Jan-18
The impact of digitalization on social services	Jan-18
Annual Review 2017	Jan-18
Update of EurWORK database on wages, working time and dispute resolution	Jan-18
Working Life Country Profiles 2017 update	Jan-18
Fact sheet: Betsson	Feb-18
National media sources update for the restructuring events	Feb-18
Annual Update: Pay part II	Feb-18
Update of national media sources	Apr-18
Country update on latest developments in working life: Quarter 1 2018	Apr-18
Update of a database of national contacts	Apr-18
Uptake of paternity leave	Apr-18
ERM database on support instruments	Jun-18
Representativeness study: Industrial cleaning	Jun-18
Representativeness study: Private security	Jun-18
Topical update on capacity building	Jun-18
Improving Posted Workers Monitoring	Jun-18
Country update on latest developments in working life: Quarter 2 2018	Jun-18
Topical update on seniority based entitlements	Jul-18
Involvement of the national social partners in the EU semester	Aug-18
Provision of out of school care	Aug-18
Country update on latest developments in working life: Quarter 3 2018	Oct-18
Update of database of national contacts	Oct-18
Topical update: Rest breaks	Oct-18
Annual Progress Report	Dec-18

SECTION 8

Research Work and Publications of the CLS Staff: 2017-2018

8.1 PROF GODFREY BALDACCHINO

Authored Book:

Solution Protocols to Festering Island Disputes: 'Win-win' Solutions for the Diaoyu / Senkaku Islands. London: Routledge, 2017, 200pp. ISBN: 978-1-4724-7518-3

Edited Book:

The Routledge International Handbook of Island Studies: A World of Islands. London: Routledge, 2018, 460pp. ISBN-13: 978-1-472-483-38-6.

Peer Reviewed Publications

Preface. In G. Baldacchino (Ed.) *Routledge International Handbook of Island Studies.* London: Routledge, 2018, pp. xix-xxxix.

(with W. Veenendaal) Island society and community (Chapter 16). In G. Baldacchino (Ed.) *Routledge International Handbook of Island Studies*. New York: Routledge, 2018, pp. 339-352.

(with S. Khamis) Island branding and marketing (Chapter 18). In G. Baldacchino (Ed.) *Routledge International Handbook of Island Studies*. New York: Routledge, 2018, pp. 368-380.

Mainstreaming small states and territories. *Small States and Territories*, 1(1), 2018, pp. 3-18.

Connectivity, mobility and island life: Parallel narratives from Malta and Lesvos. In *Symposia Melitensia,* No. 14, 2018, Msida, Malta: University of Malta Junior College, pp. 7-17.

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Displaced passengers: States, movements and disappearances in the Indian Ocean. In B. Schnepel and Edward A. Alpers (Eds.), *Connectivity in motion: Small island hubs in the Indian Ocean world.* New York: Palgrave Macmillan, 2017, pp. 93-108.

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Malta and the new normal: The labour importing economy. In *Biennial Report 2015-2016*, Msida, Malta, Centre for Labour Studies, University of Malta, 2017, pp. 11-18.

Migration kennt keine moral. [Migration knows no morality.] Interview in *Der Standard* (Austrian newspaper), 12th April 2017.

8.2 DR ANNA BORG

Borg, A. (2018). *ESPN Thematic Report* on In-work poverty in Europe: Malta report. Brussels: European Social Policy Network.

Mifsud, A., & Borg, A. (2018). Challenging sexism: Promoting the rights of men and women in contemporary societies. In C.C. Lee (Ed.), *Counselling for Social Justice* (pp. 137-158). American Counselling Association Foundation. Alexandria, VA: Wiley.

Borg, A. & Vassallo, M. (2018). *ESPN Thematic Report on Inequalities in access to healthcare.* Brussels: European Social Policy Network.

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8.3 DR MANWEL DEBONO

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Sciriha, I., & Debono, M. (2017). The effects and management of cultural differences during the integration process of mergers and acquisitions. *Journal of Media Critiques*, 3(12), 31-50.

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8.4 DR LUKE FIORINI

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Fiorini, L., Griffiths, A., & Houdmont, J. (2018). Correlates of presenteeism: A study of nurses working in geriatric settings in Malta. *Occupational and Environmental Medicine*, 75(Supplement, 2), A342.

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Other Events 2018

9.1 CAREERS EXPO 2018

The CLS participated in the Junior College Expo in January 2018. Here current and past students spoke about three of the leading courses offered by CLS. Franklyn Brincat spoke about the Honours Degree course in Work and HR. Brian Fenech gave an overview of the Honours Degree in Occupational Health and Safety and Illona Captur focused on the Diploma course in Gender Work and Society. Dr Anna Borg led the discussion.

Junior College students who attended the session, and current and past students on the panel at the Careers Expo 2018.

9.2 WORK LIFE BALANCE FOR PARENTS AND CARERS

Dr Anna Borg, CLS Director was invited to speak by the European Parliament's Committee on Employment and Social Affairs (EMPL), during a public hearing on Work Life Balance for Parents and Carers.

During this hearing, proposals to improve work life balance for working parents were discussed by a panel of experts. The proposals suggest that fathers are granted ten days paid paternity leave, four months paid parental leave, five days of carers leave and the right to request flexible work arrangements (FWA's).

The work-life balance debate in the European Parliament.

9.3 GENDER PAY GAP

Dr Anna Borg participated in a debate on the Gender Pay Gap on 8 June 2018. The event was organised by the European Parliament Liaison Office in Malta and the Department of Gender Studies at the University of Malta. The event included a presentation by Ms Joslyn Magro from the National Statistics Office (NSO) who gave an overview of the situation in Malta and by Dr JosAnn Cutajar who spoke about the issues which need to be tackled.

The panellists included Mr Andrew Beane (CED), Dr Jean Paul Baldacchino (UMASA), Mr Silvan Agius (Human Rights and Integration Directorate, Ministry for European Affairs and Equality); and the MEP Dr Francis Zammit Dimech (PN).

Dr Anna Borg with the panellists discussing the Gender Gap.

9.4 BOOK LAUNCH: UNDER ATTACK

The CLS celebrated the launch of the book *Under Attack* by Dr Francis La Ferla, an ex-course coordinator of the Diploma in Occupational Health and Safety at the Centre. Written for undergraduates, adult students and practitioners of Safety and Health, the book provides basic knowledge of the ever-increasing number of substances that people at work are exposed to on a daily basis and their importance in Safety and Health. The book aids individuals to plan and implement approaches to identify the health implementations of potentially hazardous substances in the workplace environment.

Members of staff during the book launch (from left: Ms Josephine Agius, Prof Godfrey Baldacchino, Dr Manwel Debono, Dr Francis La Ferla, Dr Luke Fiorini, Dr Anna Borg, Ms Caroline Chetcuti)

9.5 COMBATING HUMAN TRAFFICKING TODAY

On Friday, 28th September, 2018 the Centre for Labour Studies, in collaboration with the Association for Equality (A4E) and Dar Hosea organised a Public Seminar called "Combating Human Trafficking Today" at the University of Malta. This seminar included the support of the Swedish Ambassador to Malta, the British High Commission and the Times of Malta.

The conference discussed some of the most difficult questions relating to the trafficking of children and adults for commercial sexual exploitation. The conference was opened by Dr Anna Borg (CLS Director) and the Hon Julia Farrugia Portelli MP (Parliamentary Secretary for Reforms, Citizenship and Simplification of Administrative Processes) who spoke about the importance of combating Human Trafficking. The keynote speech was delivered by Ms Julie Bindel, Journalist, writer, broadcaster, researcher and author of the book: *The pimping of prostitution: Abolishing the sex work myth*. This was followed by a panel discussion with the audience chaired by Ms Helen Burrows, UK Top 100 Slavery

Influencer. The panel included Ms Julie Bindel, Inspector Joseph Busuttil, Vice Squad, and Dr Katrine Camilleri, JRS Malta.

Dr Anna Vella, a medical doctor and member of the Management Committee of Dar Hosea, a drop-in centre for women in prostitution, gave a presentation on the situation of women who are sexually exploited in Malta and What led to their exploitation. This was followed by a presentation by Dr Lara Dimitrijevic from the Women's Rights Foundation who spoke on the legal aspect of exploited and trafficked women in Malta. Dr Marceline Naudi, Senior Lecturer, Department of Gender Studies at the University of Malta, chaired the second panel which included Dr Anna Vella, Dr Lara Dimitrijevic, and Dr Neil Falzon, Aditus Foundation

The last keynote speaker was Ms Kajsa Wahlberg, a Detective Inspector, Head of the Swedish Police Authority's Human Trafficking Unit and Sweden's national rapporteur on human trafficking opposition activities. Her presentation focused on the Swedish experience since the implementation of the Nordic Model and whether the criminalising of the sex buyer reduce human trafficking. This was followed by a panel which was led by Nana Mallet Cardoza, a Swiss lawyer and researcher on trafficking. The panellists included: Ms Kajsa Wahlberg, Mr Andrew Azzopardi, Safeguarding of the Children Commission, Ms Marie Therese Gatt, Association for Equality (A4E), and Hardeep Walker, a manager at the UK National Crime Agency, Modern Slavery and Human Trafficking Unit.

Throughout the conference, short videos produced by Mr Pierre Ellul of Falkun Films depicting the harsh realities of prostitution, were shown to the audience. The conference was concluded by Her Excellency Marie Louise Coleiro Preca, President of Malta.

Dr Anna Borg during the opening of the Combating Human Trafficking Conference

9.6 HONORIS CAUSA

The University of Malta conferred the Honoris Causa Degree of Master of Letters to Dr Francis La Ferla. The ceremony was held at the Church of the University, Valletta on Friday, 23 November 2018. This recognition was given in pursuit of the significant and sustained contribution that Dr La Ferla has given in the area of Occupational Health and Safety, as an area of academic study, research and professional practice, both in Malta and abroad.

Dr Francis La Ferla together with CLS members; (starting from the left) Mr Luke Fiorini, Dr Francis La Ferla, Dr Anna Borg and Dr Manwel Debono during the Honoris Causa ceremony.

Photo credit: Tufigno

Other events 2017

9.7 GENDER EQUALITY LEGISLATION SEMINAR

The Centre for Labour Studies organised a seminar on the proposed Gender Equality Legislation on Thursday 27th April 2017.

During this seminar Renee Laiviera from the National Commission for the Promotion of Equality (NCPE) made a presentation on the draft bill called: Towards a Robust Human Rights and Equality Framework. Arthur Muscat, Vice President of the Malta Employers Association, and Mel McElhatton, President and Co-founder of Gender Equality Malta, gave their reactions to the proposed bill.

Students following the Gender, Work and Society course attended the seminar.

Gender Equality Legislation Seminar

9.8 AWARD FOR ONE OF OUR ACADEMICS

Luke Fiorini, an academic member of staff at the CLS, recently won a prize for 'best oral presentation' at the University of Nottingham's (UK) Institute of Mental Health Research Day. Luke presented a paper about presenteeism in nurses working in Maltese geriatric settings.

Dr Luke Fiorini receiving his award from the University of Nottingham.

9.9 HRPA: HUMAN RESOURCES PROFESSIONALS ASSOCIATION

Work and HR students and Graduates of the CLS Malta, met on 14 September 2017 to discuss the possibility of setting up a Human Resources Professionals Association. Ms Gabriella Farrugia gave a presentation on the subject and discussions were held on the way forward.

The vision behind the HR Professionals Association is to ensure that HR is a recognised and regulated profession in Malta; essential for organisations to maintain sound employee relations in a professional manner as well as adding a quantifiable value to organisations whilst also contributing to the growth and advancement of the local work force.

CLS students who attended the HRPA meeting.

9.10 PUBLIC FORUM: BUILDING A VIBRANT EUROPE

Prof Gerard Kester was the key speaker in a Public Forum on "Building a Vibrant Europe" which was held at the University of Malta on Wednesday 29 November 2017 and chaired by Prof Godfrey Baldacchino. Dr Lawrence Gonzi, ex Prime Minister of Malta and, Dr George Vella, ex Foreign Minister, were the main discussants. According to Prof. Kester, the challenge of the 21st century is to build a vibrant Europe. He argued that a new Europe must be built by the new Europeans, who must re-invent Europe and re-invent democracy by creating more appropriate European political institutions, turning migration into a catalyst for building a truly multicultural society and, concomitantly and most importantly: develop a democracy that can control the economy.

Panel during the Public Talk; Dr Lawrence Gonzi, Prof Godfrey Baldacchino, and Dr George Vella

9.11 EUROPE SOCIAL DAYS 2017 AND 2018

Students from the Bachelor in Work and Human Resources (2017) and the Diploma in Gender, Work and Society (2018) attended the Europe Social Days held annually in Leuven and Brussels. During these three days, Maltese students had the opportunity to debate, discuss and present their work in relation to Work and HR and related issues. Two students, Annabel Muscat and Adrian Farrugia, won a prize for the best statement during the House of Commons Debate which was organised as part of Europe Social Days 2017.

Anabel Muscat and Adrian Farrugia receiving the prize for best statement.

The 2017 students at La Foresta

Financial Statements (2017 and 2018)

10.1 GENERAL EXPENSES

General Expenses CLSSUPP-01

	Year 2017	Year 2018
Salaries Academic Staff	€139,705.89	€145,263.62
Salaries Support Staff	€50,859.18	€61,229.40
Operational	€2,894.02	€1,754.41
Total	**€193,459.09**	**€208,247.43**

Breakdown of Operational Expenses	Year 2017	Year 2018
Stationery	€705.77	€737.85
Postage	€65.44	-
Advertising	€415.22	-
Hospitality	€224.00	-
Meeting Catering	€79.66	-
Books	€150.00	-
Subscriptions	€44.91	-
Computer Accessories	€38.52	€38.52
General Expenses	€555.60	€279.59
IT Services	€60.00	€60.00

Communications Office	€79.00	€24.40
Printing Unit - Paper	€307.40	€140.00
Printing Unit - Printing	€168.50	€92.50
Printing Unit - Envelopes	-	€103.00
Computer Equipment	-	€283.17
Library Books	€85.55	-
Fixed Assets Control Account	€85.55	-
Total	**€3,065.12**	**€1,759.03**

10.2 EXTERNAL EXPENSES

CLSIN01-01: External Activities

Breakdown of Operational Expenses	Year 2017	Year 2018
Academic Others	€118.00	-
Support Basic Salary	€1,559.18	-
Support National Insurance	€162.44	-
Administrative Basic Salary	€246.82	-
Administrative National Insurance	€67.92	-
Administrative Statutory Bonus	€22.39	-
Total	**€2,176.75**	**-**

Patents and Trademarks	-	€6,750.00
Computer Upgrades	-	€1,153.19
Water	-	€11.99
Third Party Accommodation	€818.15	€902.50
Stationery	€1,955.30	€2,603.80
Printing	€735.20	€364.50

Hospitality	€218.00	€1,454.50
Transport	€60.00	-
Prizes	€400.00	-
Computer Equipment		€2,787.40
Total	**€3,718.65**	**€13,240.48**

10.3 EUROFOUND CONTRACT

Fund (88-207) E10LE12-01

	Year 2017	Year 2018
Income	€ 24,250.00	€29,621.25

Expenditure	Year 2017	Year 2018
Support Basic Salary	-€8,993.00	-€10,127.40
Support Others (Extra/Occasional Salaries)	-€14,923.38	-€12,800.00
Professional Fees	-€236.00	-
Travel	€1,382.14	-€85.99
Remaining Total	**-€1,284.52**	**€6,607.86**

Notes

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