

Centre for Labour Studies

Biennial Report

2009 - 2010

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1. FOREWORD

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This Biennial Report covers the work of the Centre for Labour Studies (CLS) between January 2009 and December 2010.

This was a particularly eventful period for the Centre. Professor Edward Zammit retired from Chair of the CLS Board in 2009 after having been at the helm of the Centre since its inception in 1981. Professor Godfrey Baldachino became the new Chair in 2010. Mr Saviour Rizzo, who had been the Acting Director of the CLS since 2003, retired in 2009, and I was appointed as its new Director. I would like to take this opportunity to thank Professor Zammit and Mr Rizzo for the work that they have carried out throughout all these years and for the contributions they still give to the Centre. Ms Anna Borg, who joined the Centre in 2008, received Council appointment as assistant lecturer in 2010, and later on in the same year, Mr David Parnis also joined the Centre as assistant lecturer. With these two appointments, for the first time in its history, the staff of the Centre comprised three full-time academic members.

I would also like to thank Ms Charmaine Pace who since 2003 has been complementing Ms Josephine Agius in the administrative work of the Centre. She is due to leave the CLS after giving the handover to Ms Stephanie Muscat who I would like to welcome to our staff. My heartfelt thanks also go to the following Board members who retired from their post from CLS Board membership between 2009 and 2010: Mr Gaetano Mercieca who represented the General Workers' Union, and Ms Stephanie Abood, Mr Aldo Busuttil, Mr David Pisani and Ms Elke Sghendo who represented the CLS students.

The changes that came into effect within the CLS Board brought two new representatives – For the first time in the Centre's history, a national employers' association, the Malta Employers Association, started to be represented on the CLS Board. The other institution to be represented on the CLS Board is the FORUM Unions Maltin, a trade union confederation set up in 2004. I would like to welcome the new Board members: Mr Victor Carachi representing the General Workers' Union, Mr Joe Farrugia representing the Malta Employers' Association, Mr Kevin Bonello representing the FORUM Unions Maltin, Mr Mark Spiteri and Ms Victoria Sultana Kenneough representing the CLS students,

The ideas expressed in this report represent the views of the respective authors and do not necessarily reflect the views of the University of Malta, the Centre for Labour Studies, or the Centre's Board.

and Professor Edward Zammit and Mr Saviour Rizzo who were approved by the CLS Board to act as Honorary Members.

During this transition period, the Centre's existence was put into question. However, with the help of its Board members and staff, and the good will shown by the University authorities, it has emerged unscathed and possibly stronger. Such a challenge prompted the CLS to review its accomplishments, current operations and vision, on the basis of which, a new strategy document was drafted. Meanwhile, the new CLS statute was approved by both the University Senate and Council and will now be promulgated as a Legal Notice (See Section 8). The Centre continued on its mission to foster knowledge and skills related to the world of work through its educational programmes and its research activities.

Over these two years, the Centre in collaboration with the Faculty of Economics, Management and Accountancy, successfully developed and offered for the first time a bachelor targeted at mature students, something that had been on the CLS wish-list for several years (see Section 4). The Bachelor of Work and Human Resources Honours was an immediate success, judging by the high number of applicants. This degree supercedes the Diploma in Social Studies – Industrial Relations, which had seen a marked reduction in its intake over the last few years. The CLS has also revamped its other two Diploma offerings in Social Studies (Gender and Development, and Occupational Health and Safety) by refining their structure and upgrading their course material. These diplomas continue to attract significant numbers of mature students. The Postgraduate Diploma in Lifelong Career Guidance and Development, offered with the Faculty of Education, is the Centre's 4th academic programme of studies and continues to be offered to cater for the specialist niche market of career practitioners.

On the research front, the CLS won the bid to act as Malta's contact centre for the European Foundation for the Improvement of Living and Working Conditions for the third time in succession since 2003 (see Section 5). Through this contract, the Centre carries out and supplies local research to the European Industrial Relations Observatory, the European Working Conditions Observatory, and the European Restructuring Monitor. Such information is promoted internationally through the Foundation's popular website, and some of its articles are now being translated in Maltese. Throughout the same period, the Centre's staff was also involved in various other projects

in conjunction with local and foreign organisations (see Sections 6 and 7). Such research included studies of the effects of the international economic recession on Malta. Meanwhile, a new and more informative website was set up (www.um.edu.mt/cls) in order to help disseminate relevant research and impart information about the CLS's programmes of study.

Apart from delineating the organisation and the activities of the CLS between 2009 and 2010, this biennial report includes an interview with the founder of the Centre, Professor Edward Zammit about the history and future prospects of the Centre on its 30th anniversary (1981-2011). This interview is followed by a selection of five articles, written by the CLS staff, which delve into various aspects of the labour market. Professor Godfrey Baldacchino and Ms Rebecca Gatt outline the developments of trade unions in the Maltese private sector over a span of 13 years. Ms Anna Borg discusses maternity leave in Malta in view of the recent European Parliament proposal. My article focuses on the working conditions of Maltese University graduates, based on data found in several published and unpublished tracer studies. Mr David Parnis delves into a selection of issues relating to managing careers in a rapidly changing society, while Mr Saviour Rizzo evaluates recent restructuring trends across Malta's public and private sectors.

The work done by the Centre over the past two years would not have been possible without the dedication of the CLS Board members, the CLS academic and administrative members of staff, the many external collaborators who contribute to our educational programmes and research activities, the support from the Ministry of Education, Employment and the Family, the University's authorities, and the social partners.

Thank you all!

Dr Manwel Debono
CLS Director
April 2011

2.1 The Centre for Labour Studies – Its Roots and Evolving Role

EDWARD ZAMMIT INTERVIEWED BY MANWEL DEBONO

This essay delves into the history of the Centre for Labour Studies. It is based on an interview with Professor Edward Zammit, the first Director of the Centre (1981 – 2002) and subsequently its Chairman (2002 – 2009). He is currently an Honorary Member of the CLS Board. On the occasion of the Centre's 30th anniversary, the interview looks back on the past experiences and achievements of the Centre as well as towards its future prospects in fulfilment of its mission.

The context in which the Centre was set up

The origins of the Centre can be traced back to the time when Dr Gerard Kester, a lecturer at the Institute of Social Studies (ISS), The Hague, was invited to introduce the subject of Industrial Relations in the Economics Department of the University of Malta. This was part of an agreement for the exchange of academic staff between the two institutions. Kester taught here for a few months in 1970 and, some months later, Edward Zammit was appointed as an assistant lecturer in the same department, effectively taking over what Kester had started.

As part of his teaching, Kester urged his students to establish contacts with unions and employers' associations, with the aim of developing innovative industrial relations. The concept of workers' participation already existed on the continent. However, the Maltese system was modelled on the British system, which was based on a confrontation model. This situation was rather ironic, as while the British had established the 'co-determination' model of participation in post-war Germany, they did not manage to introduce it in their own country. At the end of his course in 1970, Kester and a group of his students, organised a public seminar proposing an alternative industrial relations system for Malta. The participants included high level exponents

from the government, unions and industry. At that time, Malta was suffering from considerable industrial strife at the Drydocks and at other work places. One proposal was that of introducing workers' participation. This proposal was well received by many participants, including Joe Attard Kingswell, the then Secretary General of the GWU, and Gorg Agius, his deputy. But little else was known about the proposal in Malta at that time.¹

When the Labour Party was elected to power in 1971, it immediately introduced the concept of participation, starting with Malta Drydocks. A new chairman of the enterprise was appointed² and charged with the task of introducing the system of co-determination on the German model. At that stage, the GWU officials were not very well informed about the system and were open to new ideas. At that time, both Kester and Zammit were still doing their doctoral studies and they focused their research on different aspects of participation in Malta. The original system could be described as 'union participation' as the Council was composed equally of government and union appointees. Kester and Zammit argued that participation really meant the devolution of powers to the employees.

Initially, the major government preoccupation was to find ways of rendering the Drydocks financially viable. In fact, three hectic years later, when the enterprise started making some modest profits, the government proceeded to 'hand over the running of the Drydocks to the workers'. In a referendum, the majority of the Drydocks workers decided in favour of having direct workers' participation in the management of their organisation, and this was effected through an act of parliament. Meanwhile, Kester and Zammit were closely monitoring the evolving situation through their studies. Their research showed that the workers approved of the participation system and even wanted more of it.

The government viewed participation in the Drydocks as a very positive development and wanted to further extend the system - to both the public and private sectors. The effectiveness of its policies during the late 1970's was highlighted by the fact that, for the first time in its history, the Drydocks was not making any losses. Nevertheless, the participation policy became embroiled

- 1 The only group who promoted the idea of workers' participation in Malta were the Żgħiraħagh Haddiema Nsara, under the leadership of Fr. Peter Serracino Inglott.
- 2 Mr J. Fenselau assumed the chairmanship role, on secondment from the German government.

in the acute political polarisation that the country was experiencing at the time. The government was in the process of restructuring various sectors of the economy, and this provoked industrial actions from workers in various sectors - including those in teaching, communication, banking and transportation. A peak was reached in 1978, in the course of a prolonged medical dispute. The general feeling was that the government's 'nationalisation' strategy was effectively introducing an extreme form of socialism. Consequently, the government's efforts to expand participation were viewed suspiciously, and seen as part of an overall strategy to bring the 'independent' unions under its control. On the one hand, the GWU was statutorily fused with the party in government, and on the other, there was a strong resistance from the Confederation of Malta Trade Unions (CMTU). The latter included the largest union within its fold, the Malta Government Employees Union (MGEU)³ and the Malta Union of Teachers (MUT). Simultaneously, the GWU went all out to promote the establishment of workers' participation.

The Founding of the Workers' Participation Development Centre (WPDC)

Zammit's and Kester's studies showed that although participation had introduced a good dose of industrial democracy, the system lacked a solid cultural base among the Drydocks' workers. In order to strengthen participation at the grass roots, they suggested the setting up of lower level workers' committees, thus increasing participation at departmental and shop-floor level. They also saw the need for establishing a supporting agency, one involving the social partners, to monitor and assist the development of participation in the Drydocks and in the other organisations. They suggested that such agency should include representatives from the major stakeholders such as the Drydocks, the Malta Development Corporation (MDC), the government, the unions and others who had an interest in the issue of workers' participation. Above all, they suggested that the proposed agency required researchers to carry out studies at the local and international levels through which improvements to the workers' participation policy could be identified and where possible corrected. The necessary independence of such an agency could best be guaranteed if it was located within the university structure.

As the main lecturer of industrial relations in Malta's University, Zammit assumed the responsibility for developing this project and worked towards

its establishment at the University. It should be noted that, at that time, the University was itself going through a considerable upheaval. A new student-worker scheme was introduced and, in the process, the 'Old University' of Malta was being replaced by a 'New University'. Some of the old faculties were suppressed and replaced by new ones, offering 'functional degrees'. One new faculty was that of Management Studies, with specialisations in three major areas of study, namely: public administration, management and accountancy. This faculty was seen as the 'natural' place where the proposed new agency for the study and research on workers' participation should be housed. Accordingly, the original proposal for the setting up of the Workers' Participation Development Centre (WPDC) was proposed to the University Senate after its endorsement by the faculty's board.

Eventually, following prolonged discussions at various University levels, including that of Council, it was decided that the administration of the new Centre should be roughly equivalent to that of an autonomous faculty. In other words, the Director's actions should be governed by the Centre's Board and ultimately by the University Rector, Senate and Council. Nevertheless, the Faculty of Management Studies continued to have a vested interest in the Centre's activities and has always kept its representative member on the Centre's Board. At this early stage, the crucial role played by George Agius, who was then the General Secretary of the GWU as well as a member of the University Council, should be noted. The formal decision to establish the Workers' Participation Development Centre (WPDC) as an interdisciplinary University entity with its own chairman, board and staff was taken by the University Council on the 19th March, 1981.

The Centre's first Board⁴ was composed of the following persons: Edward Zammit (as Chairman), Gerard Kester (Institute of Social Studies, The Hague), George Agius and Tony Busuttill (from the GWU), Salvinu Spiteri (from CMTU), Daniel Darmanin and Edward Scicluna (from the University's Faculty of Management Studies), Jimmy Magro (from the Malta Development Corporation), Furtu Selvatico and Joe Buttigieg (from Malta Drydocks' Corporation) and Emmanuel Camilleri (The University's Finance Officer). Jean Killick acted as Secretary.

4 According to the original statute the Centre's Board was referred to as its Organising Committee. This was intended to highlight the operational character of the committee.

3 The MGEU was the precursor of UJHM.

The Early Years of the Centre and its Changing Role

Between 1981 and 1987, the Centre had to face continuous financial difficulties, receiving little support from the University. Indeed, in its first years of existence, the Centre only had a tiny allocated budget, mainly to cover general expenses and none for staff engagement. It was constrained to rely on small contributions coming from non-university sources. In particular, the Centre received a total of LM3650 (€8488) in 1981 from the GWU, Malta Drydocks, Bank of Valletta, Mid-Med Bank, Malta Development Corporation and CMTU.

This situation spurred on the Centre to look for further outside funding, in return for its services. The incoming funds were placed in the Centre's Reserve Fund for use in successive years, as the need arises, which served as a vital contribution to the Centre during that period. Over the years, the Centre's Reserve Fund was used for the hiring of new staff, outsourcing of certain activities and increased research and educational activities in pursuit of the Centre's mission. The situation improved considerably in 1993, when the German foundation, Friedrich-Ebert Stiftung (FES) opened an office in Malta and for a number of years started funding some important activities of the Centre, particularly in the field of adult workers' education.

The main activities of the Centre were focused on the following main areas, namely workers' and trade union education, research in the field of work, participation and industrial relations and consultancy to enterprises, particularly those where some form of participation had been introduced. Over the years, hundreds of adult participants have enrolled for the various courses offered by the Centre in industrial relations, gender and development, occupational guidance and occupational health and safety. The academic publications by the Centre's staff on the basis of their research, made a significant impact both locally and internationally.

Following the change in government in 1987 and the appointment of Fr. Peter Serracino Ingloft as University Rector, a strong believer in the participation model, the legal base of the Centre was placed on a more solid footing in accordance with the exigencies of the new Education Act. Indeed, the experience of Centre served as a model for the establishment of a series of university institutes which the new Rector was keen to set up at the University of Malta.

At this stage, following a reassessment of the Centre's activities, with the aid of international assessors, it was decided that the Centre should embark on newer activities without neglecting the ones which had been previously established. In its early years, the Centre was strongly identified with the experience of participation at the Drydocks. Some educational courses even used to be held on the Drydocks' premises. Such an investment was justified on the grounds that the enterprise, which employed thousands of workers, served as the prototype of participation in Malta. However, the fact that the enterprise had been making heavy financial losses for a number of years actually gave a bad name to the participation system. Unfortunately, it was becoming increasingly clear that the Centre's advice was being ignored.

Following extensive discussions between Zammit and the University Rector, it was agreed that the Centre's efforts should be re-channelled to include other areas of participation, such as the promotion of cooperative enterprises which had been hitherto neglected. Such a move was perceived as a constructive way forward for the Centre. Over time, the Centre became increasingly involved in promoting the cooperative movement in various sectors of the Maltese economy. The Centre's efforts were particularly directed towards the establishment of new 'worker cooperatives'. As a result, the cooperative movement has flourished, despite the many problems which the movement encounters.

The Centre passed through other substantial changes. For example, it was not originally envisaged as a degree-giving institution, but rather as a provider of complementary shorter educational courses. However, the new university strategy and the changing economic needs of the country influenced the Centre to start focusing on degrees, in addition to the diplomas which it continues to offer. Following Malta's EU accession, the international profile of the Centre also grew, especially thanks to the Centre's association with the European Foundation for the Improvement of Living and Working Conditions.

Being a very small organisation, the Centre was particularly susceptible to changes in its human resources. It has always proved difficult for the Centre to attract and engage the right staff who must be persons equipped with a strong academic background, possessing the psychological qualities which enable them to interact with people from very diverse backgrounds and, above all, who are prepared to make a personal commitment to the Centre's ideals for very limited financial rewards.

The ebbs and flows of the concept of participation, as popularly perceived, over the years have inevitably affected the Centre. At some point in time, the concept of participation receded from the limelight and the Centre's name came to be seen as anachronistic. After considerable discussion, the Centre's name was changed to *Centre for Labour Studies*, thus reflecting the name held by various work-related centres and institutes set up, mainly in various universities, around the world. This also includes the International Institute for Labour Studies, which operates under the aegis of the International Labour Organisation (ILO).

Concluding Thoughts

Thirty years after the Centre was founded, we are currently living in a qualitatively different world of work. Zammit notes that trade unions are undergoing considerable reform in their business and their ideology to remain relevant to a changed constituency. However, Zammit argues that they need to change at a faster rate in order to catch up with the changing nature of work and the aspirations of their members today. Unions have to become more professional. While it is important for them to continue recruiting their leaders from shop floor levels, they also they need to receive adequate training in the process to enable them to confront the emerging challenges.

Unions should also give more importance to the cultural aspects of people's lives. What should workers expect from life? Workers need to be given the skills to appreciate the beautiful aspects of life, such as art, music, and the environment. Unions should be the main promoters of these values. Struggling exclusively to increase the workers' incomes is not enough. A high quality of life includes much more than simply improving incomes and working conditions. Indeed, the person who came up with the full name of European Foundation for the Improvement of Living and Working Conditions was very prophetic. Achieving a balance between family life and work is of major importance. This balance needs to continue to be sought in old age. We are living in an era where old age represents a longer period of one's existence and 'active ageing' has become an important buzz word. This means not necessarily doing the same work as younger persons, but still contributing to oneself and to society. Such values need to be vigorously encouraged by unions.

The Centre thus has a strong role to play in this new scenario. It needs to continue helping to provide a bridge between the University and the world

of work, through its original aims of education, consultancy, and research for participation in its various forms. The efforts of the Centre should also be constantly focused on helping trade unions to make the qualitative changes necessary for them to remain relevant and to enable them to help workers to give and get more out of their whole lives.



The first meeting of the Organising Committee of the Workers' Participation Development Centre, held at the University of Malta in 1981

2.2 Thirteen Years Later: Trade Unions in the Maltese Private Sector Revisited

GODFREY BALDACCHINO AND REBECCA GATT

A study was carried out to examine the evolution of trade unions in the Maltese private sector between 1995 and 2008. The proportional coverage of collective agreements in the private sector decreased by 6.2% during the period under study. The number of collective agreements in force fell from 212 in 1995 to 168 in 2008. Only around a fourth of full-time employees in the private sector were covered by a collective agreement in 2008, down from around a third 13 years before.

Rationale and methodology

Practically the whole public sector in Malta - which includes both civil service and statutory corporations, comprising around 40,600 workers (NSO, 2009) - is covered by sectoral collective agreements. But what about the private sector which is some 103,055 strong, including the self-employed (NSO, 2009)? How significant is the presence of trade unions where market forces prevail and where trade unions need to obtain recognition for the purpose of collective bargaining from private employers in Malta?

To answer these questions, employment statistics for 2008 by economic sub-sector obtained from the Employment and Training Corporation (ETC) were cross-tabulated with the lists of collective agreements in force during 2008 obtained from both the Department of Employment and Industrial Relations and the respective trade unions covering employees in the Maltese private sector. The results of this study were then compared with a similar one, using a similar methodology, undertaken on the basis of 1995 data (Baldacchino, 1996). This permitted a comparative critique of trade union membership trends over the 13-year (1995 to 2008) period. Data from the National Statistics Office (NSO) for 2008 was used to determine the number of full-time employees engaged in the Maltese economy.

The distribution of collective agreements in the private sector

Table 1 provides a snapshot of the respective penetration of trade unions in the private sector by NACE economic category in 2008, as measured by the securing of collective agreements (CAs).

The data in Table 1 suggests that local gross collective bargaining coverage in 2008 stood at just over a quarter (26.7%) of the full-time private sector labour force. Financial intermediation, education, manufacturing

NACE Code	Economic activity (by Sector)	Private sector firms with CAs in 2008	% of employees covered by CAs
01	Agriculture, hunting and related services activities	-	0
05	Fishing, fish farming and related services activities	-	0
10-14	Mining and quarrying	1	4.1
15-37	Manufacturing	61	47.1
40-41	Electricity, gas and water supply	-	0
45	Construction	3	7.1
50-52	Wholesale and retail trade, repair of motor vehicles, motorcycles and personal and household goods	16	4.2
55	Food and Accommodation	15	15.6
60-64	Transport, storage and communication	12	44.4
65-67	Finance and insurance intermediation	9	66.1
70-74	Real estate, renting and business activities	13	13.5
80	Education	10	58.1
85	Human health and social work	8	12.6
90-93	Other community, social and personal services	13	15.3
	Totals	161	26.7

Table 1. Collective agreements in the private sector

and transportation and storage lead the pack as the four economic sectors with the highest density of collective agreements (covering 66%, 58%, 47% and 44% of full-time employees respectively). Together, these four sectors

provide employment to close to 36,000 full-time employees, or just over 40% of all such employees in the Maltese private sector. In contrast, all the other economic sectors report a much lower density of collective agreement coverage, ranging from 0% to around 15% of full-time employees.

Looking more closely at each of the key sectors offers some additional insights. The finance and insurance sector has the highest relative proportion of firms with collective agreements in place in 2008. The sector includes banks, brokers, financial consultants, financial advisors and insurance companies. Out of 22 licensed banks in Malta, four had a collective agreement in force. And out of 46 registered insurance-related companies, two had a collective agreement in force in 2008.

The level of employment in the education sector reflects the expansion of private education in Malta over recent decades. A closer look at the figure of 58% as collective bargaining density reveals that this is made up of 11 collective agreements struck with 10 entities. Most of the employees benefiting from a collective agreement in this sector are covered by a single agreement: that for the 1,459 teachers engaged in some 81 'church schools'. Otherwise, seven other privately run 'independent schools' had a collective agreement in place in 2008.

The manufacturing sector remains the one with the largest number of full-time employees in the private sector. The ten largest manufacturing firms – each with 300 full-time employees or more – remain firmly unionised: they are responsible for more than two out of every three unionised full-time employees in manufacturing in 2008 (a total of some 6,250 employees). The remaining 3,000 or so employees covered by collective agreements in this sector are distributed across no less than 51 other firms. Over one third (38%) of all private sector collective agreements in force in Malta in 2008 were in manufacturing.

There were just five relatively large firms with collective agreements in place in 2008 in the transport, storage and communication sector. Of these five, four had a previous life as part of the public service or as a statutory body where the state had a controlling interest.

Trade union infiltration in the private sector

Table 2 is a comparative analysis of trade union coverage in the Maltese private sector over a span of 13 years.

Sector	Total F/T Employees June 2008	F/T Employees covered by CAs 2008	As % of workers in sector 2008	Total F/T Employees March 1995	F/T Employees covered by CAs 1995	As % of workers in sector 1995
Primary	993	16	1.6%	1,002	-	0%
Secondary	25,856	9,708	37.5%	31,818	14,305	45%
Tertiary	58,929	13,155	22.3%	34,440	7,823	22.7%
Total	85,778	22,879	26.7%	67,260	22,128	32.6%

Table 2. Trade union infiltration comparative analysis: 1995-2008

Thirteen years have been enough to permit an identification of some significant changes in employment distribution and trade union penetration. Some 6,000 full-time manufacturing jobs have been lost over this period, while some 24,500 service sector jobs have been created. With employment in the primary (extractive) industries practically unchanged, this has meant a net increase of over 18,500 full-time jobs in the private sector.

The total number of full-time employees in the private sector increased by 28% – from 67,260 in 1995 to 85,778 in 2008. Collective bargaining coverage overall has also increased marginally: 22,879 full-time, private sector employees were covered by a collective agreement in 2008 as against 22,128 in 1995.

However, the proportional coverage of collective agreements in the private sector decreased by an overall net 6.2% (from 32.9% to 26.7%) during the 13-year span. The secondary sector experienced a trade union coverage decline of a net 7.5% (from 45% to 37.5%). Collective agreement coverage in the services sector expanded in the 13-year period to include an additional 5,300 workers or so. However, this expansion of coverage was not enough to match the sector's increase in employment, resulting in an overall slight decline in collective agreement coverage in the services sector (from 22.7% to 22.3%).

This loss of trade union presence and clout in the Maltese private sector over the 1995-2008 span is also evident in the falling number of collective

agreements in force in the same sector: from 212 in 1995 to 168 in 2008. The data suggests that the main loser in this domain has been the General Workers' Union (GWU) (one third less collective agreements signed in the private sector in 2008 compared to 1995). See Table 3.

No of Collective Agreements	GWU	UHM	MUT	MUBE	Others	Totals
2008	109	42	7	4	6	168
1995	158	42	3	4	5	212

Table 3. Collective agreements by union 1995-2008

Commentary

The data provides useful information on trends and evolution of private sector trade unions in Malta. In 2008 only around one full-time employee in four in the private sector was covered by a collective agreement signed between an employer and a trade union in Malta: a decrease from a unionisation rate of around one full-time employee in three in a span of just 13 years.

A slightly longer version of this article was published on the website of the European Foundation for the Improvement of Living and Working Conditions: <http://www.eurofound.europa.eu/eiro/2009/10/articles/mt09100191.htm> as well as: Baldacchino, G. & Gatt, R. (2010). Thirteen years later: Trade unions in the Maltese private sector revisited. Bank of Valletta Review (Malta) (40), 29-45.

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2.3 The Maternity Leave Debate in Malta

ANNA BORG

The report focuses on the proposed changes to maternity leave as approved by the European Parliament in October 2010. It discusses the length of the leave and who should be responsible for the related cash benefits. It also looks at the reactions of government, employers and the social partners. The economic costs and benefits of the extended maternity leave are also debated. The report suggests that a publicly funded, generous maternity leave can go a long way in ensuring that the economic and employment security of mothers is not compromised.

Defining Maternity Leave

Maternity protection is fundamental for ensuring that women, who in their vast majority become mothers during their life course, are not discriminated at work for fulfilling their maternal role.

Maternity (or pregnancy) leave is a period of absence from work to which women are legally entitled during a period immediately before and after childbirth. The duration of the leave and the benefit entitlements, if any, differ from one country to the other, depending among others on the national legislation and the welfare system. A few countries including Norway and Sweden integrate maternity leave into parental leave. Some countries also offer maternity leave on the adoption of children (Organisation for Economic Co-operation and Development, OECD, 2007).

Unlike parental leave which can be taken by both parents, maternity leave is exclusively reserved for the mother. The core concern of this leave is to ensure that the mother's work "does not pose risks to the health of the woman and her child and to ensure that women's reproductive roles do not compromise their economic and employment security" (ILO, 2010, pg.v).

The concept of Maternity Protection was first introduced in 1919 by the International Labour Organisation (ILO) and gave women the right to leave

work if they produce a medical certificate stating that their "confinement will probably take place within six weeks" (ILO, 1919, Article 3b). The Convention stipulated that whilst absent from work, the mother "be paid benefits sufficient for the full and healthy maintenance of herself and her child, provided either out of public funds or by means of a system of insurance, the exact amount of which shall be determined by the competent authority of each country" (ILO, 1919, Article 3c). The same convention gave women rights to free attendance by a doctor or a certified midwife and the right to be allowed half an hour twice a day during their working hours if they are nursing their children.

The 1919 Maternity Leave Convention was revised in 1952, when among others, the maternity leave period was extended from 6 to 12 weeks. The most recent revisions were made in 2000 through Convention No 183, by which the scope and entitlements were progressively expanded (ILO, 2010).

The Stakeholders Involved

The debate around maternity leave involves many stakeholders with different, and at times, conflicting interests. First and foremost, maternity leave affects mothers, their health and wellbeing and their ability to care and breastfeed their newborn. It also affects fathers and the gender roles that will be assumed within the household. Last but not least, maternity leave has a direct impact on employers, their productivity and competitiveness and is a matter of concern to governments, legislators and unions, who are also normally involved in this complex debate.

Background to the Maternity Leave Extension Proposal

The European Union commissioned the Portuguese socialist MEP, Edite Estrela, to draft the European Parliament position on maternity and paternity leave. The Estrela's motion, approved by the European Parliament in October 2010, proposed that the minimum maternity leave in the EU be extended from the current minimum of 14 to 20 weeks, of which six weeks would be taken immediately after childbirth (European Parliament, 2010). The proposed directive would also apply to parents who adopt a child less than 12 months old, and to domestic workers and the self-employed.

The current EU directive on maternity leave does not specify what percentage of the leave should be compensated. On the other hand, the

Estrela proposal specifies that during the maternity leave period, mothers must be paid their full salary, which must be 100% of their last monthly salary or their average monthly salary.

The Estrela motion intends to safeguard the mother's position in employment, so that female workers cannot be fired from the beginning of their pregnancy to at least six months following the end of their leave. Following maternity leave, women must be entitled to return to their jobs or to "equivalent posts" which means that they are entitled to return to a job with the same pay, professional categories and duties as before. The Estrela motion also calls on member states to give fathers the right to fully paid paternity leave of at least two weeks within the period of maternity leave.

In December 2010, the Council of Ministers of the European Union declared that the position of the European Parliament went a little bit too far. According to the Council, the original proposal of the Commission to increase the minimum maternity leave period from 14 to 18 weeks could be a more acceptable basis for a compromise (Euroactive.com, 2010).

The Maternity Leave Cash Benefits

At a time when expenses are likely to increase, the maternity leave cash benefits impact the income and the maintenance of the family. Issues about payments of benefit are highly contested. Some argue that maternity leave should only be paid partially, whilst others suggest that the leave should not be paid at all. Indeed this is the case of the USA, where employees working with organisations with more than 50 employees are allowed to take 12 weeks of leave without receiving any cash benefits. Lesotho, Papua New Guinea and Swaziland like the USA, are the other remaining countries which do not provide cash benefits to mothers. One can here mention that five states in the USA provide paid pregnancy leave that can be extended for infant bonding (Guendelman, Kosa, Pearl, Graham, Goodman, & Kharrazi, 2009). In reality, according to ILO data (2010), 97% of 167 countries provide cash benefits to women during maternity leave. The cash benefits differ from country to country.

According to ILO Convention No. 183, "the cash benefit paid during maternity leave should be at least two-thirds of a woman's previous earnings, or a comparable amount if other methods are used to determine cash benefits, for a minimum period of 14 weeks" (ILO, 2000, Article 4.1). The existing EU directive on maternity leave does not establish the cash

benefit that should be paid but implies that the allowance “shall be deemed adequate if it guarantees income at least equivalent to that which the worker concerned would receive in the event of a break in her activities on grounds connected with her state of health, subject to any ceiling laid down under national legislation” (European Council, 1992).

In some European countries like Belgium, France and the Netherlands, cash benefits are calculated as a percentage of earnings but are capped to a ceiling (ILO, 2010). According to the ILO (2010), many of the 27 developed economies and EU countries are in conformity with ILO Convention 183 with respect to the length of the leave (at least 14 weeks) and at least two-thirds cash benefits, with 78% of them “meeting or exceeding the standards” (ILO, 2010, pp.20-21).

The financial implications of maternity have a direct effect on the mother’s decision towards employment. In fact an abundance of international literature suggests that unpaid leave and/or leave without social security coverage are ineffective and restrict the options of both parents (Drew, 2005). Tanaka’s (2005) work among OECD countries likewise shows that if the leave provided is without payment or is at a low flat rate, parents may sacrifice the leave provided or may opt for an earlier return to work.

According to a report published in EurActiv.com, Estrela insists that “100% payment is fair because families should not be penalised financially for having children” (euractiv.com, par.17) and that they “should be able to have as many children as they want, which are children that Europe needs in order to face up to the demographic challenge” (euractiv.com, par.17). Indeed, having a child often equates with additional expenses, and so it seems unreasonable from the parents’ perspective, that when there is a surge in family costs, there is a net reduction in income.

It is interesting to note that in countries offering high to moderate earnings-related payments for family leave, this appears to correlate positively with high maternal employment rates (Impact Assessment Report, 2008).

The Length of Maternity Leave

Across the EU, national governments can decide on the length of the leave as long as this is at least of 14 weeks as regulated by the Directive 92/85/EEC. This means that across the EU there are countries like Malta and Germany with the shortest minimum statutory leave allowance of 14 weeks, and other

countries like the UK with 52 weeks of maternity leave. At present, 13 out of the 27 EU Member states already offer at least 18 weeks of leave whilst 7 already offer more generous terms of at least 24 weeks of maternity leave (European Women’s Lobby, EWL, 2010a).

The Estrela report’s proposed extension of the maternity leave period from 14 to 20 weeks was meant to improve the health of the mother and the baby. For example, the World Health Organisation (W.H.O., 1990) suggests that babies should be breast fed for at least 6 months. Research shows that mothers are more likely to do so if they have a longer maternity leave period in which they can do so (Guendelman et al, 2009). Exclusive breastfeeding in the first six months protects the baby against digestive and respiratory infections and lowers the risk of obesity and Type 1 diabetes in infants (Clark & Bungum, 2003).

Various studies show that the length of maternity leave affects the physical and mental health of the mother and longer maternity leave is equated with positive health outcomes both for the mother and baby, including fewer depressive symptoms after childbirth and fewer outpatient visits during the first six months after childbirth (Chatterji & Markowitz, 2004).

There are no studies about the Maltese women’s level of satisfaction with the current length of maternity leave. However, existing studies indicate otherwise. For example, Borg Xuereb (2008) found that whilst 57% of mothers planned to continue with their career, only 23% of Maltese first-time mothers had returned to employment within 6 months of the postnatal period. Likewise a study carried out by the French Ministry of Employment (2006) found that 70% of women do not go back to work after their 16 weeks maternity leave and they usually prolong their leave by an additional five weeks through sick leave. According to the survey, 84% of French women would like a longer maternity leave period, with 70% saying they would like to stop for a whole year to stay with their child. It would be interesting to find out what Maltese mothers think of the length of maternity leave.

The reasons why only 23% of first-time mothers had returned to employment by six months after giving birth do not emerge clearly from the Borg Xuereb (2008) study. Whilst some mothers may decide to opt out completely from the labour market after childbirth, one can speculate that others may either be reluctant to leave their child to go to work at such an early stage of their infant’s life, or else, they may be facing real difficulties in doing so.

Source of Benefits

The issue of how much of the leave is paid and who is responsible for the payment, differs across countries. The latter normally “adopt one of three main approaches towards financing cash benefits for maternity: social security, employer liability or mixed systems” (ILO, 2010, p. 23).

In 18 out of 27 EU states as well as in Norway, maternity leave payments are paid by the state through public health insurance contributions; and in 4 member states and Iceland, this is paid from the general social security scheme. In Denmark and Slovenia, maternity leave falls under the Public Insurance Scheme. In Malta, the Netherlands and the UK, maternity leave is paid directly by employers. However, 92% of the cost of maternity leave in the UK is reimbursed through state funding. Likewise, employers in the Netherlands are reimbursed through unemployment funds.

Malta, is the only country among EU member states and EEA countries where employers continue to pay the full wages for 14 weeks while the mother is on maternity leave. The government only reimburses the National Insurance contribution paid by the employer for the 14th week (Malta Employers Association, MEA, 2010). This puts Maltese employers at a clear disadvantage when compared to other employers who do not pay the leave out of their own revenue and it doubles their costs if they find a replacement because they have to pay the full wage of the mother on maternity leave as well as the wages of her replacement.

Incidentally, the ILO had envisaged this possibility and in its original convention stipulated “that employers should not be individually liable for the cost of maternity benefits payable to women employed by them, and that benefits should be provided through social insurance and other public funds” (ILO, 2010, p.23). The ILO declares that the “principle of payment through social insurance or other public funds is important for mitigating against discrimination in the labour market, which could be more likely where employers directly bear the cost of maternity leave” (ILO, 2010, p.23).

Ironically, the argument of a level playing field was often used by the Maltese government when arguing about the possible extension of the maternity leave. As things are, since Maltese employers bear the full costs of the leave, they are surely not competing on the same level playing field with other European employers.

The Reaction of Employers to the Maternity Leave Extension Proposal

When the Estrela motion for the extension of the maternity leave was discussed at length in Malta in 2010, employers objected strongly to this increase. They argued that since 96% of the local businesses are micro-enterprises employing less than 10 persons, the increase would be “highly detrimental to competitiveness” (Ellul, 2010). In an article called “*Estrela – mother of more evils?*” the president of the Malta Chamber of Commerce, Enterprise and Industry, said with “firm conviction” that the extended maternity leave would also “be counterproductive to mothers” because it would “serve to fuel higher discrimination not least through a widening of the wage gap that already exists between genders” and would also “reinforce the reality of the glass ceiling phenomenon in career paths for women” (Ellul, 2010). She further argued that women taking maternity leave and who as a result are absent from work for long periods at a stretch could not “realistically aspire to occupy the highest positions in business” (Ellul, 2010).

Whilst it is illegal to discriminate on the basis of gender and family responsibility, this situation highlights the gendered nature of organisations whose main aim remains that of making profit, with little concern for the sustainability of the family and society (Acker, 1990). Whereas mothers pay a high price at work, men can become fathers without taking a financial dip in terms of salary earnings and promotion opportunities. Men continue to be seen as the ‘ideal workers’ (Acker, 1990) because they do not share any of the burdens related to the care of their children and remain career focused. Indeed, the employment rates of women aged 25-49 differ greatly between women with or without children. In Malta, the employment rate (inclusive of part-time work) of women without children is 58%, whilst it goes down to 39% for mothers with children (EWL, 2010b). This discrepancy calls for the EU to take action to ensure that family burdens are shared more equally between the parents and the two weeks of fully paid paternity leave would be a small step in the right direction.

Whilst some argue that the extension of maternity leave is detrimental to women, OECD studies show that “in countries where the maternity leaves are the longest, female employment rates were highest, with over 80% in Iceland and over 70% in Denmark and Sweden” (OECD, 2007).

The Reaction of Political Parties, NGOs and Unions to the Proposed Extension of Maternity Leave

There were conflicting reactions from government on the issue of the extension of maternity leave. Prime Minister, Dr Lawrence Gonzi stated that he agreed with the principle of having 20 weeks of maternity leave and with any measure that would help parents to better balance family and work. However, he said that the Maltese Government wanted to ensure that there was a level playing field across the different countries. He was concerned that whilst Maltese mothers received full pay during their 14 weeks of maternity leave, in other countries they received the minimum wage or a percentage of their salary (Times of Malta, 2010a).

The Prime Minister was of the opinion that any measures aimed at improving the work-family balance should be applied in a uniform manner among the EU Member States (Times of Malta, 2010a). Indeed the Estrela report would to a certain extent, harmonise the maternity leave payment issue by ensuring that at least 20 weeks are fully paid. However when it came to the crux of the situation, the Maltese government opposed the Estrela proposal. In December 2010, during the Ministerial meeting of the EU Council of Ministers, Minister Dolores Cristina was quoted as saying that "Malta thinks this is a premature proposal which requires more studies on its impact before it can be considered" (Laiviera, 2010, par.3). She reportedly added that the issue should be dealt with directly by member states and that there should be more flexibility on the issue (Laiviera, 2010).

The extension of maternity leave was backed by the Labour Party which is the main opposition party and by Alternattiva Demokratika (AD) which is the green party in Malta. Women's Organisations in Malta were in favour of the extension and the Malta Confederation of Women's Organisations (MCWO, 2010) as well as the National Council of Women (NCW) expressed disappointment when the Maltese Government rejected the maternity leave extension during the EU Council of Ministers meeting.

On the other hand, the two main unions in Malta, namely the General Workers' Union (GWU) and the Union Haddiema Maghqudin (UHM) remained mysteriously silent on this issue. However, the Forum Unions Maltin said that Malta's rejection of the maternity leave extension was "negative and retroactive" (Rizzo, 2010).

The Economic Costs and Benefits of the Estrela Proposals

The Malta Business Bureau (MBB) commissioned a report on the costs and benefits of the Estrela proposals for the extension of maternity leave from the current 14 to 20 weeks at full pay, and the proposal for the introduction of two weeks paid paternity leave for the father. The report concluded that these changes might cost the economy about €12 million a year. The same report claimed that the "economic benefits of these legislative changes on the Maltese economy can be considered to be relatively marginal, given that there is already a significant extent of maternity leave being granted" (MBB, 2000, p.i).

The conclusions of the Malta Business Bureau Report (2010) were questioned by the Labour MEP, Prof. Edward Scicluna who estimated that the costs would not exceed €5 million a year. Furthermore, Scicluna (2010) estimated that the implementation of the proposed changes would increase the female employment rate by some 9 percentage points. He claimed that "any financial outlays incurred for this purpose can have considerable returns, for the Maltese economy and the business sector" (p.3). Similarly, Löfström (2010) indicates that Malta stands to gain if there is full equality in the labour market. For example, Malta's growth in GDP in the case of full equality in the labour market could increase by as much as 45%.

Conclusion

Between 2005 and 2010, there were on average 3,953 births per year in Malta (National Statistics Office, NSO). As the mothers' waged income is increasingly becoming essential for the survival of many families, especially with the increase in single earner families, maternity protection must also be continually strengthened and improved in order to protect the livelihood of the whole family. The transition to parenthood poses a lot of challenges to mothers who plan to return to work, especially in a country like Malta where the motherhood mandate is still very strong (Russo, 1979; Tabone, 1995) and where gender roles are still rigid and traditional. This is compounded by the fact that maternity leave is relatively short and other forms of parental leave remain unpaid. To make matters worse, flexibility at work in the private sector is still not well regulated (Borg and Debono, 2009) and childcare facilities are developing at a slow pace and have still not won the trust of most parents.

A longer and fully compensated maternity leave is likely to give mothers the necessary space and time to fulfil their maternal roles without having to give-up work in this transitory stage of their life. Abundant research shows that it will have a positive effect on the health of the mother and the baby and will enable the mother to breastfeed the baby for a longer period. Longer maternity leave will also make it easier for the mother to return to work and to find care facilities for the baby who would be a bit older.

A poll carried out in Malta in 2010 showed that over 63% of respondents were in favour of extending the maternity leave to 20 weeks (Times of Malta, 2010b). The biggest challenge for Malta is to find out how the maternity leave cash benefit can be removed from being an employer's burden. Maternity leave should be financed through public funds or through a public insurance scheme in line with the ILO proposals (ILO, 1919).

One can better understand the concerns of employers, especially micro employers, when it comes to replacing staff on maternity leave. This highlights the importance of having temping agencies and temporary workers who will be able to replace staff on leave. Temping work may not be a solution to all employers; but granting more flexibility at work may go a long way in allowing mothers to combine work with care and enabling employers to retain trained staff.

As reiterated earlier, the maternity leave issue affects many stakeholders and it is in the country's interest that women in Malta are able to have as many children as they want without having to give up on the idea of remunerated work. A holistic and joined-up effort is needed to ensure that mothers find the supporting structures in place to help them combine their caring with work.

Family and work should be seen as allies and not as enemies (Greenhaus & Beutell, 1985) and motherhood should never be used as an excuse to justify institutional discrimination against women and their families. Mothers, like fathers, should not be penalised for becoming parents and generous maternity leave which is publicly funded can go a long way in ensuring that this does not happen.

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2.4 Working Conditions and Attitudes of Recent Maltese University Graduates

MANWEL DEBONO

This article examines some important working conditions and attitudes of recent University of Malta graduates. The aspects of income, work-related stress, work-life balance, and work satisfaction are discussed on the basis of data deriving from tracer studies carried out between 2000 and 2008 among university graduates within a year from their graduation.

Introduction

The term 'working conditions' is a broad one, normally used to refer to all aspects of work that leave an impact on the psychological and physical well-being of workers. A widening in the scope and importance of working conditions over the past decades derives from the ever increasing ambitions of workers, fuelled by a greater appreciation of their rights, a better education and higher standards of living. Countries in the European Union have much more advanced working conditions than many other countries in the world. However, despite the implementation of EU policies and directives meant to improve minimum working conditions, considerable differences exist also among EU states, with Scandinavian countries often proving benchmarks towards which other EU countries aspire.

The basic working conditions in Malta are enshrined in the Employment and Industrial Relations Act (EIRA, 2002) and several legal notices which complement it. The Maltese government and social partners place considerable emphasis on quality in work and employment. Prominence in employment policies and collective agreements is increasingly being granted to opportunities for personal development, working hours, equality, health and safety, and other aspects relating to working conditions. However, over the last years, trade unions have been showing concern that the promotion

of quality of work within collective agreements is at times being sidelined in a bid to prevent businesses from relocating abroad. When there are conflicts, the value of job security normally prevails over quality in work (Farrugia, 2007). Besides, despite the increased sensibility about the various aspects of working conditions, the topic in Malta is still too much viewed from the narrow perspective of wages. Long and unsocial working hours are often socially acceptable, as long as they lead to greater income.

This brief introduction about working conditions sets the context for the subject of this article, namely an examination of income, work-related stress, work-life balance, and work satisfaction of recent graduates. The examined data derives from graduates surveyed within a year from the graduations through five¹ Tracer Studies carried out between 2000 and 2008 by the Students Advisory Services (University of Malta), the last three of which in conjunction with the Centre for Labour Studies.

Income

Money is a multi-faceted variable with complicated effects. Examining it through the lens of Maslow's hierarchy of needs, money is not only used to satisfy the more basic necessities of food and shelter, but may also be used as a tool to achieve higher level ones such as social and esteem needs.

Contrary to expectations, recent graduates working full-time in the public and private sectors earn roughly similar wages. Whereas the private sector's wages are higher than the public sector ones, differences emerge over time and are not apparent at the beginning of the graduates' careers. The strength of trade unions' collective bargaining power in the public sector has helped to boost the wages of these employees in recent years. Indeed, employers' associations often complain that high public sector wages affect their competitiveness because, in order to continue attracting high-quality employees, they are having to raise their salaries. The largest group of 2008 graduates earned between €1,166 and €1,398 in their last paycheck² before the survey, a higher amount than the average wage of all workers in Malta (€1,116 according to NSO, 2008). Whether recent graduates have indefinite or fixed-term contracts is not strongly related to their wage levels, neither in the public nor in the private sector.

- 1 Where comparable data are not available, a smaller number of Tracer Studies are used.
- 2 The figure concerns graduates who receive their wage every month or every four weeks.

Graduates working full-time in IT, manufacturing and health earn more than the rest of their cohort, while those working in the social and educational fields have the lowest earnings. Medical doctors by far outstrip the wages of other recent graduates. Besides, science graduates consistently earn more than humanities graduates. These wage differences might in part reflect longer or unsocial working hours such as those of junior medical doctors working in the national health system. However, they also reflect the greater market value of science specialisations.

The findings among recent graduates reflect the gender disparities in income among the larger Maltese population. While over the past years, three females have been graduating from university for every two males, they still earn less than their male peers. On one hand, females tend to choose qualifications which lead to traditionally lower-paying occupations while males choose the more higher-paying science courses. On the other hand, income disparities can also be traced among graduates with similar degrees and working full-time. Thus, males earn more than females after graduating from courses such as B.Accty (Hons), B.Com (Hon), BA (Hons), MD and B.Ed (Hons).

The income of full-time workers is also related to age and previous employment experience. Older graduates, who tend to gather more full-time work experience before obtaining their university qualification, earn significantly more than their younger peers who have less full-time work experience before graduating. Interestingly, previous full-time work experience is related to higher salaries across all age brackets, including the youngest graduates. However, previous part-time work experience appears not to influence current income. Higher wages are also associated with graduates filling jobs which demand their university qualification as a pre-requisite, implying that it pays to find work in one's line of studies.

Work-Related Stress

"Changes in the content and organisation of work in recent decades have resulted in an intensification of work, which is commonly regarded as a cause of stress" (European Foundation, 2005a, p.2). While a level of stress is useful as it increases motivation, unhealthy levels of stress are the object of

study in this article. "Work-related stress is a pattern of reactions that occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope" (European Foundation, 2005a, p.2).

Over the years, slightly less than a third of recent graduates (about 29%) consistently claim to suffer from undue stress on their job. This figure appears to be in line with that of the general population. According to the European Working Conditions Survey 2005, stress affects the health of about 28% of Maltese persons when compared to the lower EU27 average of 22.3%. On the other hand, a more recent survey carried out by the NSO found out that time pressure and work overload affected 26.1% of men and 24.7% of women in Malta (NSO, 2007).

The level of undue stress among recent graduates is related to particular qualifications and jobs. Indeed, graduates with a degree in medicine are by far the most stressed among the selected groups of first degree holders. Accountants, teachers and engineers are also relatively more stressed than their peers, though much less than medical doctors. Such data is in line with the findings of the European Working Conditions Survey (EWCS, 2005), which identifies health care, education and banking as among the sectors in which there is greater risk of stress (European Foundation, 2005). Unlike international literature which indicates that female workers suffer from stress more than males, (e.g. Nolen-Hoeksema, 1987), there is no clear difference reported in the levels of undue stress between male and female graduates in Malta.

	2000	2002	2004	2006	2008
Doctor of Medicine and Surgery	*	41.2	78.9	76.9	66.7
Bachelor of Accountancy (Honours)	45.7	32.5	28.3	31.0	29.0
Bachelor of Education (Honours)	39.0	25.7	34.8	31.0	35.8
Bachelor of Engineering (Honours)	36.7	31.3	45.5	18.2	28.0
Bachelor of Arts (Honours)	37.0	17.9	26.3	23.7	23.8
Bachelor of Psychology (Honours)	22.2	21.1	23.5	23.8	20.0
Bachelor of Commerce (Honours)	30.5	22.7	14.7	15.9	25.6
Bachelor of Commerce	19.6	7.4	13.6	20.0	15.0
Bachelor of Science (Honours)	10.0	10.5	6.3	25.0	17.4

* No replies were received

Table 1. Undue stress levels among selected categories of graduates (%)

There is a nonlinear relation between age and perceptions of undue stress. The youngest group of graduates (between 20 and 22 years of age) tends to suffer least from stress. Stress increases with age and reaches a peak when recent graduates are between 26 and 30 years old. One can hypothesise that the surge in stress felt in this age bracket might be due to an accumulation of strains deriving from trying to advance in one's career while at the same time setting up and raising a young family. The perception of undue stress starts decreasing again among recent graduates older than 30 years. However, what happens in the 41+ bracket is unclear, as two surveys indicate a strong increase in stress while another two indicate a decline.

Work-Life Balance

"Due to structural changes in family patterns and new demands in modern working life, reconciliation of work and family life has become a key issue in European employment policy" (European Foundation, 2005b, p.2). A study commissioned by the Employment and Training Corporation (ETC) indicates that nearly all private sector employers in Malta agree in principle with the concept of work-life reconciliation measures (Fsadni, 2009). However, such measures are mostly adopted by companies with more than 51 employees operating in the services sector. The most requested work-life reconciliation measure by private sector employees is the possibility of part-time employment, followed by requests to work reduced hours and on a flexi-time basis (Fsadni, 2009).

About two out of every five recent graduates consistently admit not to be able to easily balance their work and private lives. Contrary to expectations, recent female graduates appear to better able to balance their work and private life when compared to their male peers. This may be influenced by a variety of factors, among which the possibility that many female graduates might not yet be rearing children and the potentially greater capability of educated women to disentangle themselves from (or to better manage) the traditional household and child minding responsibilities assigned to women in Malta.

As expected, the ability to easily balance work and private life decreases with every age bracket until the 26 to 30 year bracket, and then starts increasing again, peaking among the 41+ bracket. This trend is in part inversely proportional to the trend relating to stress viewed above. "Several study

results imply that working parents, in particular, find it difficult to achieve a satisfactory balance between work and family commitments” (European Foundation, 2005b, p.2). The Tracer Studies indicate that young families might put most pressure on working graduates. It is interesting to note that the oldest group of graduates experience relatively little difficulties to reach that balance, possibly because they are less involved in the rearing of young children.

Graduates from the Faculties of Medicine & Surgery, ICT and Engineering experience greater difficulties than their peers in balancing their work and private lives. This presumably occurs due to the nature of their work, which might consist of longer working hours than other occupations. It is apparent that the more highly paid professionals are also those who struggle more to balance their work and private lives. On the other hand, while teachers claimed to be relatively more stressed than other graduates, their shorter working hours facilitate their ability to balance work and private lives.

Work Satisfaction

Work satisfaction may be defined as the degree of positive emotions that workers have towards their work. While work satisfaction might not be strongly related to performance, job dissatisfaction normally results in lowered morale and consequently, lowered performance. Lucas and Diener (2003) report that happiness has in past research been associated with Organisational Citizenship Behaviours which affect productivity indirectly.

In line with findings about the general population (NSO, 2009), recent Maltese graduates consistently report high levels of job satisfaction, high levels of satisfaction with their relationships with their colleagues at work, and also high levels of satisfaction with the respect shown by their superiors (see Table 2). On the other hand, satisfaction with salary is only reported by about a third of recent Maltese graduates. The only significant gender difference among recent graduates concerns their satisfaction with salary, which tends to be lower among female graduates when compared to their male peers. This finding might be due to the fact that recent female graduates earn less than their male counterparts. Satisfaction with salary tends to decrease with age, despite the fact that salaries tend to increase with the age of graduates. The older graduates’ negative attitude towards salary probably depends on ever increasing unmet expectations.

	2000	2002	2004	2006	2008
Satisfaction with job	74.4	73.2	71.8	75.3	72.9
Satisfaction with respect from superiors	*	72.4	68.8	72.8	74.8
Satisfaction with relationships with colleagues	86	83.4	84.4	85.4	86.7
Satisfaction with salary	29.3	37.1	23.3	33.8	31.1

* There was no equivalent question in 2000

Table 2. Satisfaction with various aspects of work (%)

Satisfaction at work differs among the various types of degree holders. BA (Honours) Social Work, LLD and B.Psy (Hons) graduates have among the lowest levels of satisfaction across the dimensions investigated in the Tracer Studies. Nearly half of the B.Psy Hons graduates are in jobs not requiring their university degree, many of whom appear to be in executive or clerical posts. This situation might be affecting their levels of satisfaction. The situation is very different in the case of BA (Hons) Social Worker and LLD graduates, the large majority of whom are in jobs requiring their university degree. The reason for the low levels of satisfaction in these cases might be at least partly attributable to the fact that the working conditions of new social workers and lawyers are worse than those of other graduates.

On the other end of the spectrum there are BSc IT (Hons), B.Eng (Hons) and B.Accty (Hons) graduates who have the highest overall work-related satisfaction levels. It is interesting to note that the latter groups of graduates all perceive their job as more challenging when compared to BA (Honours) Social Work, LLD and B.Psy (Hons) graduates. This might indicate that satisfaction may be partly derived from having a challenging job. The job descriptions of the first group might not be commensurate to their abilities, at least in the early stages of their career.

Conclusion

The relations between working conditions and graduates’ attitudes are far too complex to be comprehensively analysed in a brief article. The above discussion was meant to sensitize the reader about some differences and similarities experienced among graduates with regards to a few aspects of working conditions. In conclusion, as discussed by Debono (2008) and in line with the arguments presented by James and Mazerolle (2002), one should

emphasise that graduates' attitudes are not the exclusive product of the objective conditions forming part of specific jobs or life-circumstances, but are also deeply affected by personality variables. In other words, graduates' dispositions are an important tool which can change the perception and experience of working conditions.

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2.5 Managing Careers in a Liquid Society

DAVID PARNIS

The world of work is changing rapidly as it is permeated by the 'liquid era'. In this context of fluidity, employees face a number of challenges wherein they are required to remain competitive whilst adapting to the impact of technology. Whilst trying to maximise the opportunities ahead, employees need to identify prospects, tackle problems, take initiative, persevere, be flexible and work in teams. This means developing the right 'enterprise skills' for the future.

The last two decades have witnessed the further advance of world-wide capitalism and corresponding social changes which have had a huge impact on the world of work; a world which is fundamentally concerned with social relationships between different people and the relationships between diverse institutions. These processes have intensified the complexity within which we live, and have pushed Maltese society into what has been termed a 'liquid era'. To use the analogy from Zygmunt Bauman, the liquid society is one which shifts from the solid and territorial to a boundary-less, post-modern way of life, shaped by globalisation, world-wide-web communication, super-smart-technologies and a host of post-modern processes. In this context, the community feeling is lost to the intensity and individualisation of personal identity (Bauman, 2007). In this sense, Maltese society is moving towards further 'liquidity'. It is in constant flux and people need to keep changing and adjust to the social rhythms by continuously being 'flexible' and constantly ready to change (Boudon, 1986).

Within this scenario, exploring the world of work and managing one's career, requires an examination of both one's skills and the institutions and processes that govern the course of history and culture (Beck, 1992) which continually set the opportunities and constraints on businesses and employees in Malta.

It is clear that changing relations of production and 'commodification', fuelled by the successive crises and challenges to economic activities, are here to stay. This is because: post-modern capitalism is dependent on the quickening process of economic growth and performance, measured in terms of business profits and successive failures of the capitalistic system. To use the 'sociological imagination', the individual has to see the relation between private life and public issues (Mills, 1959), which means discerning the evolving legal framework, the local neighbourhood, the fluid social context, the collective dynamics of employee unions and so on. For example, at the time of writing this paper, Japan is facing an environmental catastrophe. Libya is experiencing a populist-uprising, Bahrain is containing unrest, and China is expanding its free trade zones, with very good prospects of flourishing and registering higher profits. European economic figures also attest that business across many European countries is slowly expanding and recovering from the world crisis of 2008. Nevertheless, the average household income in many of the Eastern European competing countries is lower than the average in Malta. The 'cost of labour' in Malta is in a number of instances much higher than that in other European countries (<http://www.fedee.com/paytrends.html>). In a very forceful way, the process of globalization has contributed to drive jobs out of Malta, especially since businesses have been forced to cut costs, have been made to shift their production factories and transfer their operations overseas to places like China, Eastern Europe and Northern Africa. This process has stripped Malta of many of its economic advantages, especially during the times of restructuring and shake-ups. To this, labour intensive jobs have been replaced by automated technologies. Many economies in Europe are shifting to being increasingly dependent for their prosperity on the wealth generated by the 'service' industry rather than the production of goods, and other non-European countries compete with other forms of business incentives. This global economic process has had its effects on the Maltese employment relationship - especially since Maltese business organisations have to compete in this 'global village'. Within all of this, human resources in Malta have emerged as one of the country's major assets. This is because employees are the fulcrum of any organisation, critical in any business strategy. It is clear for anyone who looks at the world of work that workers are the front-liners, and the ones who know what is

actually going on. It is crystal clear that the prosperity of any organisation lies with its people.

This intense global competition has put pressure on Maltese businesses to be flexible – and this requirement has been transferred on to the employees. The employment relationship of the liquid society necessitates more employee trust. The employment process is thus being permeated into one wherein organisations need to employ 'associates', in the sense of workers who need to believe in continuous training and development, and employees who can work in self-managed teams, ready for the challenges brought by job rotation and greater commitment to quality. The 'liquid' era requires workers who have high expectations and can share common organisational visions, and who are still able to adapt, are flexible and dynamic.

In many instances the Maltese employment relationship is one which believes in hard work and in people who can contribute towards sensible choices. In this era where the Maltese employees have to compete with 'foreigners', they are required to lead in their area of expertise and exercise their full set of skills. Businesses require employees who can be coached into customer driven work paradigms. This is not to mean that the academic knowledge, educational qualifications and job competency of the employees are not of interest to the employer, but, this is not enough anymore. Liquid Malta is shifting and moving towards a workforce that has to be ready to be managed differently. It is thus a challenge for any employee to integrate oneself within the organisational ethos, culture and business strategy. With increasing acceptance of the fact that the crucial competitive advantage are the skills, attitude and performance of the Maltese workforce, emphasis has to be placed on employing associates who can be of greater involvement in matters affecting their jobs, through effective consultation, information sharing and two-way communications: in a nutshell, employees who are ready to be empowered. Organisations seek employees who can be trained to respond to participative forms of management which in itself requires good interpersonal skills. It is also clear that nowadays each and every employee must be literate; but not only that: verbal and written communication, understanding of basic mathematics and computer skills are a must; as is the ability to accept responsibility. Employment in 2011 Malta is not about filling a position, but about having associates who can make a difference in

the organization which requires core traditional values such as hard work, integrity, loyalty and honesty. Employers simply cannot afford to invest valuable training time, resources and compensation on workers who do not live according to these work values or who routinely move from one job to another.

Employment is about choosing candidates who contribute towards profitable win-win situations and this happens only through demonstrated honesty and sincerity. This may at times run counter to the instant-satisfaction-cultural model (Giddens, 1991). The instant gratification model does not fit the work ethic needed by many employers, because in reality there is no 'instant high-returns with minimum expenditure of effort' reality. This gratification-model has influenced the way we are educated and the way we think, but essentially runs counter to what is needed at the Maltese place of work. It is only through core work values that employees help their business deliver results, enable their organization to face the never-ending battle for success and help their firms go through difficult periods. And these are the essential qualities sought by employers. This is the only way through which employees can protect their jobs.

Working in the 'liquid' era, means transcending old paradigms and finding the ability to adapt to the new culture, wherein the entire globe is integrated in one big multinational. The consequences of these shifts will be of benefit to many, as new economic sectors are integrated within the local infrastructure. Unless businesses are able to face the challenges that lie ahead, they will pose a threat to their very own existence.

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2.6 Keeping Workers on the Pay Roll

SAVIOUR RIZZO

This article examines the recent restructuring trend across Malta's public and private sectors. The government's intervention during the international economic crisis is discussed and questions are raised about whether such intervention should have been adopted earlier. The article ends by highlighting some lessons that can be learnt from the examined restructuring processes.

Introduction

Restructuring has become an ever-present part of business life. At company level, the term restructuring means a modification of a company's workforce qualitative (skills and qualifications) and quantitative features (number of jobs) following adaptation to the company's structure, organisation or production processes. At government or national level it involves the redirection of economic goals by steering the course of economic policy along channels dictated by globalization, a fiercer international competition, technological development and environmental concerns. In the last decade the Maltese economy has had its fair share of restructuring exercises at both company and national level. This article provides an evaluation of the restructuring process in Malta by highlighting the main events related to this phenomenon.

Exposed to a far reaching process of economic liberalization and deregulation due to its European integration, restructuring in Malta at national level was characterized by a substantial reduction in employment in the public sector, and in old labour intensive sectors such as manufacturing and ship repair. In the public sector the restructuring was mainly a downsizing exercise through attrition, and early voluntary retirement and severance pay offers to reduce excess labour and to make the entity being privatised more attractive to bidders.

In 1998, government sold 40 % of the share of Telema - a state-owned company, which at that time was the main provider for telephone and communication services. As a result of this privatization exercise the

corporation was converted into a public limited company assuming the name of Maltacom. In 2006 the company was fully privatized when the Dubai-based firm Tecom Investments bought the state's 60% shares. In the agreement signed with government the Dubai company, operating under the brand name GO, was precluded from shedding any jobs during its first three years of operation.

As this agreement was about to expire in March 2009, the policy of the company became aggressive. The CEO was quoted as saying that the current employment levels of the company were making it unsustainable. Following its loss of monopoly on fixed-line telephony it had to compete with other telecoms companies in different services. In its aim to reduce its workforce by 350 to reach its target of 1,000 employees, a voluntary retirement scheme, which was going to cost the company €60,000 per employee, was offered to the employees. Through this scheme the company was planning to reduce its workforce. In order to put pressure on the employees to volunteer for the scheme, the CEO stated that this would be the last retirement scheme being offered by the enterprise (Micallef, 2009).

This case is the prototype of the mode of the restructuring exercises which workers in state-owned enterprises such as Public Broadcasting Service (PBS), Malta Shipyards Ltd. and the Department of Post had to contend with. In the privatization process of public utilities the restructuring mechanism consisted of a trimming exercise of the workforce with government dishing out hand outs in form of severance pay or offering early retirement schemes. Thus Government's response can be defined as a reflex reaction in the sense that it consisted of measures to deal with the inevitable and mitigate the attenuating circumstances of redundancies. The new companies that took over these public utilities, as the case of GO illustrate, adopted the same policies in their restructuring exercises.

Restructuring in the Private Sector

In the private sector, restructuring was characterized by the closure of a number of firms operating in the manufacturing sector. What sticks out in this decline of the manufacturing industry was the closure of two relatively large companies, Denim Services and VF - two firms which were instrumental in registering the almost total demise of the Garments and Textiles Sector. Previous to its closure in 2007, VF, the main enterprise in the textile sector

manufacturing jeans for exports, had already laid off 200 employees in a downsizing exercise. Eventually the company announced total closure. In the case of the closure of Denim Services, another large firm in the Garments and Textiles Sector, attempts were made to attract an Austrian company, Gama Group, to take over the company. Gama had shown interest in investing in Malta because it aimed to develop new ways in the manufacturing and distribution of high fashion jeans, tailor-made to the requirements of customers. In December 2008, the Maltese government was providing all the assistance required by this company through Malta Enterprise to set up its operations in Malta. However, Malta Enterprise and Bank of Valletta, in their diligence and financial evaluation of the proposition put forward by Gama Group, expressed their inability to meet the financial request of the company. It was reported that Gama Group did not want to put money up front in Malta. Malta Enterprise offered a guarantee of 75% of the required bank loan but Gama could not guarantee the remaining 25% (The Malta Independent, 2006).

The involvement of government in this case was induced more by an initiative of a foreign firm rather than by a planned innovative strategy. There were still no visible signs of a real attempt of government intervention to change the course of these events. It was the financial crisis that hit the Maltese economy towards the end of 2008 and beginning of 2009 that forced the Maltese Government to adopt a completely different approach to the threats of collective redundancies. In the recession of 2008 and 2009 which threatened jobs of many firms in the private sector, the Maltese government decided to take a much more active stance by taking measures to stall the downward slope in employment which the recession was about to cause if left to run its natural course. The boldest and most concrete measure to manage restructuring was the setting up of a task force by the Ministry of Finance whose aim was to provide a tailor-made package of financial aid to those companies which towards the end of 2008 were finding difficulties to cope with the prevalent financial crisis. The focus of this task force was on keeping people in work thus avoiding the long standing economic toll of high joblessness, as workers lose skills and become harder to re-employ. In line with the policy adapted in other European countries, and in conformity with EU laws and regulations, part of the operation of this task force was to subsidise shorter work weeks.

Among the companies that accepted to take this financial package were Methode Electronics Malta (a leading firm in the manufacturing industry) and Trelleborg Sealing Solutions Malta (a leading firm in the chemical sector).¹ The Task Force went beyond the task of striving to avoid collective redundancies by subsidizing additional hires by employers through the European Social Fund. These two firms, which featured very prominently in the news, provide the ideal example of good practices aimed at managing change during the financial crisis.

When they were hit by the crisis, these two firms went on a quest of finding windows of opportunity in which they set long-term policy goals without being distracted by panic measures. Through a well-planned strategy and rational policies, Methode managed to survive the crisis without resorting to layoffs. With the help of government it managed to retain the workforce at a time when there was a slump in market demand for its products. In its efforts of fending off the decrease in its market demands, the company sought ways of redesigning the organization so as to avoid downsizing and maintain its competitive edge.

The case of Trelleborg has many corresponding features with that of Methode. The main factor contributing to the sustainability of Trelleborg during the time of the crisis has been the adoption of a cautious approach to costings tempered by an element of risk in terms of new investments and development in the production processes.² Its investment in the workforce through its educational programmes complemented by efforts to retain the employment of its employees rather than resorting to severance pay and redundancies also paid off. The return to a full working week within a few months of announcing a four-day-week work schedule, without shedding any workers, confirms the effectiveness of the measures taken by management of these firms.

Government's subsidy scheme was timely and appropriate. This time round, government focused on keeping people at work thus avoiding the long standing economic toll of high joblessness, as workers become harder to re-employ. Government support was described by the managing director of Trelleborg 'as critical and exceptional' (Sansone, 2009). Sensing that this

1 Other firms featuring in the news were Toly Products and Stainless Steel Products Ltd.

2 Interview: Mr Mario Ellul, Human Resource Manager, Trelleborg Sealing Solutions Malta, 23rd November 2009.

recession was a cycle which would eventually be reversed, government decided to intervene so as to make sure that once this reversal occurs the industrial base would remain more or less intact. By paying firms to keep workers on their pay roll, government slowed down the rise in unemployment and helped in maintaining consumer confidence and demand. The trade unions representing these workers gave their consent to this approach.

What enhanced the rationale and legitimacy of this government intervention was the policy of bail outs of banks which in several European countries and in USA were declared bankrupt. The stimulus package offered by government to aid the firms in distress recover from the crisis did not give rise to the controversies related to these bail outs. In other words, there was no resonance of the protests voiced about the policies adopted by the governments of USA and some European countries of bailing out banks defined by their detractors as corporate welfare encouraging irresponsibility and/or ways of passing the buck to taxpayers.

The financial aid given to the industries in distress amounting to €4.5 million was different from the policy of bail outs of banks adopted by governments in several countries in Europe and in USA. The firms that received aid to help them recover from the recession could not be accused of greed or irresponsibility. What made things bleak for the firms to whom financial aid was given were exogenous forces which could not be resisted. The approval of the EU Commission to these aid programmes made their implementation more legitimate. Indeed rather than a voice of protest there was a chorus of approval from all quarters.

Should the government have intervened before the international crisis?

The question that arises from these examples is whether the firms in the Garments and Textiles Sector would have been able to reverse their fortunes and survive had the strategies illustrated in these examples been applied and had government decided to give the same stimulus package offered to Methode and Trelleborg. It should be noted that, prior to the financial crisis of 2008, there was no official government policy to give financial aid to companies in distress. Although in the case of Denim Services an effort was made to attract a foreign firm to take over, the ailing firms were let to succumb to their fate.

Perhaps this lack of action or reaction from government stemmed from the premise that the demise of the Garments and Textiles Sector was an ominous sign of the end of one phase of Malta's industrial history. The growth of the textile industry in the history of industrialization is often equated with the initial phase of the process of industrialization of the developed industrial world. The textile industry has always been operating in a highly world competitive market. The higher cost of labour, often induced by development of the industrial base of a country, diminishes the comparative advantages of its location in that particular country. This has made this sector susceptible to off shoring and there seems to be no way of stalling this process. The shift towards the service sector and more value added activities in industry marks a different phase in the process of industrialization. As the ravages of the financial crisis threatened to derail this transition, the Maltese Government adopted a more active stance by offering a stimulus package to the industries that were in distress. In 2010 this policy was continued as government adopted the same policy to help avoid mass redundancies at ST Micro Electronics.

Lessons to be learnt

Of course, state financial aid and stimulus packages do not make the firms immune or insulated from the vagaries of financial crises. Nevertheless, the policy adopted and the reactions of the firms to the recent financial crisis provide us with the following lessons:

Timely intervention by government, not simply to rectify the excesses of the market but to provide a temporary prop to enable ailing industries to recover, can be very effective in regenerating growth. An institution set up by government, such as Malta Enterprise, acting as a catalyst for development and sustainability, can play a vital role in times of crisis.

High trust relationships among the social partners emanating from continuous social dialogue and consultation processes can be vital as they enhance the legitimacy of the remedial actions and austerity measures needed to be taken in order to help companies recover during crisis. In these cases the social partners agreed to implement the principles of flexicurity. This flexibility, besides heightening the trust in the inter-relationships among the social partners, so vital in times of crisis, played an important part in boosting a return to recovery.

Insider knowledge of the firm used wisely to build proven strengths of the firm and at the same time identifying and eradicating weaknesses can go a long way in reversing a downward spiral.

Investment in research and development (R&D) that contributes to innovative practices and problem solving techniques may give the firm a higher degree of insulation from the shockwaves which occasionally occur in the market. In the case of Trelleborg, R&D was instrumental in helping the company devise new material process. The utilization of R&D at Methode helped it to maintain its high profile in the market thus enabling it to keep ahead of developments.

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3. ORGANISATION AND STAFF

3.1 Centre for Labour Studies Board

(as in December 2010)

Chairman	Professor Godfrey Baldacchino ¹
Vice-Chairman	(Director of CLS): Dr Manwel Debono ²
Members	<i>Appointed by Council</i>
	Ms Angela Callus
	<i>Appointed by Senate</i>
	Professor Peter Mayo
	<i>Representatives of the Academic Staff</i>
	Dr Martin Fenech
	Dr Manwel Debono
	<i>Representatives of the Students</i>
	Mr Mark Spiteri ³
	Ms Victoria Sultana Kennaugh
	<i>Appointed by the Faculty of Economics, Management and Accountancy</i>
	Mr Peter Baldacchino
	<i>Appointed by the Confederation of Malta Trade Unions (of whom one by the Union Haddiema Maghqudin)</i>
	Mr William Portelli
	Mr Joseph Vella

- 1 Professor Godfrey Baldacchino replaced Prof Edward Zammit as the Chairman of the CLS with effect from January 2010.
- 2 Dr Manwel Debono replaced Prof Godfrey Baldacchino who was the Director in leave of absence from the University of Malta and Mr Saviour Rizzo who served as the Acting Director.
- 3 Mr Mark Spiteri and Ms Victoria Sultana Kennaugh replaced Ms Elke Sghendo and Mr David Pisani

<i>Appointed by the General Workers' Union</i>	Mr Michael Parnis
	Mr Victor Carachi ⁴
<i>Appointed by the Malta Employers' Association</i>	Mr Joe Farrugia
	<i>Appointed by the Ministry responsible for Labour Relations</i>
	Dr Noel Vella
<i>Secretary to the Board</i>	Ms Anna Borg ⁵
	Honorary Members
	Mr Anthony Busuttil
	Dr Gerard Kester
	Mr Saviour Rizzo
	Pro Edward L. Zammit
Observer	Mr David Parnis

- 4 Mr Victor Carachi replaced Mr Gaetano Mercieca
- 5 Ms Anna Borg replaced Dr Manwel Debono

3.2 Centre for Labour Studies Staff

3.2.1 Full-time staff



Ms Josephine Agius joined the Centre's staff in January 2000. As the Executive Officer of the Centre she supports the administrative, documentation and clerical work of the Centre. Ms Agius is in charge of the administrative work relating to the Diploma in Social Studies (Gender and Development) and the Diploma in Social Studies (Occupational Health and Safety).



Ms Anna Borg M.Sc (Manchester), Dip. Soc. Studies (Gender and Dev.), joined the Centre's academic staff in 2008. She coordinates the Diploma in Social Studies (Gender and Development) and lectures in the area of equality and the labour market. Ms Borg is the national correspondent of the European Working Conditions Observatory and the European Restructuring Monitor. She is also involved in various other research projects of the Centre. Ms Borg is currently reading for a PhD.



Dr Manwel Debono, B.Psy.(Hons) M.Sc.(Hull) C.Psychol, Ph.D. joined the Centre in 2003 and became the Director of the Centre in 2009. An organisational psychologist by profession, Dr Debono coordinates the Postgraduate Diploma in Lifelong Career Guidance and Development and the Bachelor in Work and Human Resources(Honours). He lectures in organisational psychology, human resource management and career guidance, and oversees the Centre's research projects.



Mr David Parnis B.A. (Hons), M.A. specializes in psychotherapy, sociology of work and human resources. He has been lecturing at the University of Malta since 2004. In 2010, Mr Parnis joined the Centre for Labour Studies as a full-time Assistant Lecturer. He coordinates the Diploma in Social Studies (Occupational Health and Safety) and is the national correspondent of the European Industrial Relations Observatory. Mr Parnis is currently reading for a PhD.

3.2.2 Part-time staff



Prof. Godfrey Baldacchino, Ph.D. (Warwick), B.A.(Gen.), PGCE, M.A. (The Hague) is the Chairman of the Centre and Visiting Associate Professor in the Department of Sociology at the University of Malta. (Currently on leave of absence as Professor and Canada Research Chair in Island Studies at the University of Prince Edward Island, Canada.)



Dr Martin Fenech, LL.D., is a practising lawyer and an Assistant Lecturer on a permanent part-time appointment with the Centre.



Ms Charmaine Pace is an Executive Officer. She has been employed at the University of Malta since August 2002 and joined the Centre's staff on a part-time basis in 2003. She is in charge of the administrative work relating to the Bachelor of Work and Human Resources Honours and the Postgraduate Diploma in Lifelong Career Guidance and Development.



Mr Saviour Rizzo, B.A.(Gen.), M.Ed. has been associated with the Centre since its establishment in 1981. He served as the Acting Director of the Centre between 2003 and 2009. He lectures in Industrial Sociology and Sociology of Education and is a part-time research associate with the Centre.



Mr Charles Tabone B.Psy. PGCE (PSD) works as a PSD teacher in the public sector. He has contributed to the Centre's research projects since 2005 and is currently appointed as a part-time research associate with the Centre.



Prof. Edward L. Zammit, D.Phil. (Oxon.), M.Litt., B.A. (Chicago), Ph.L., is the founding Director of the Centre (1981 – 2002). He served as the Chairman of the Centre as Rector's Delegate between 2002 and 2009.

3.2.3 Visiting Lecturing Staff



Dr Francis La Ferla, MOM, FFOM (Lond), MSc Occ Med (Lond), DIC (Lond), MSc Env Scs (Lond), DSM (Lond), FFOM (Dub), FIOSH, FRSA is an internationally recognised expert in the field of Occupational Health and Safety. He is the academic consultant, examiner and lecturer in the Diploma in Social Studies (Occupational Health and Safety).

The following persons serve as visiting lecturers for our academic programmes:

- **Bachelor in Work and Human Resources (Honours) (2010-2015)**
Dr David Attard, Ms Leonie Baldacchino, Mr Peter Baldacchino, Dr Romina Bartolo, Mr Lawrence Cachia, Dr Charlotte Camilleri, Mr Clyde Caruana, Mr Albert Debono, Ms Jana Farrugia, Ms Rebecca Gatt, Ms Lorraine Mercieca, Ms Pauline Mercieca, Ms Rachel Radmilli.
- **Diploma in Social Studies (Industrial Relations) (2008-2010)**
Mr Paul A. Borg, Mr Benny Borg Bonello, Mr Reno Camilleri, Dr Mario Caruana, Dr John Chircop, Mr James Grech, Mr Joseph Montebello, Prof. Godfrey A. Pirota, Dr Suzanne Piscopo, Mr William Powney, Dr Maria Sciriba.
- **Diploma in Social Studies (Occupational Health and Safety) (2008-2010)**
Mr John Agius, Mr Joseph C. Agius, Dr David Attard, Mr John Attard Kingswell, Mr Raymond Barbara, Dr Simone Borg. Ing. Henriette Busuttil, Mr Lawrence Cachia, Mr Reno Camilleri, Mr Joseph Cremona, Mr David Dandria, Dr Silvio De Bono, Ms Maria Ellul, Ms Michelle Ellul, Mr Silvio Farrugia, Ms Michelle Galea, Dr Julian Mamo, Mr Joseph Saliba, Mr John Schembri, Mr Joe Schiavone, Ing. Ray Spiteri, Dr Antoine Vella, Mr Louis Vella, Dr Joseph Zammit McKeon
- **Diploma in Social Studies (Gender and Development) (2009-2011)**
Ms Marie Avellino, Dr Jacqueline Azzopardi, Ms Alison Bezzina, Ms Sina Bugeja, Dr Josann Cutajar, Ms Carmen Delicata, Dr Ruth Farrugia, Dr Marceline Naudi, Prof. Godfrey Pirota, Dr Suzanne Piscopo, Ms Marlene Saliba, Ms Jennifer Zammit.
- **Postgraduate Diploma in Lifelong Career Guidance and Development (2009-2011)**
Ms Pauline Bartolo, Dr Barbara Bassot, Prof. Mark Borg, Mr Reno Camilleri, Mr Stephen Camilleri, Ms Nicola Cini, Mr Joseph Cutajar, Mr Albert Debono, Ms Katya De Giovanni, Dr Suzanne Gatt, Dr Dione Mifsud, Prof. Ronald Sultana, Dr Sue Vella.

3.2.4 Research Contributors

Apart from the full-time and part-time staff of the Centre, the following persons contributed to the Centre's research projects between 2009 and 2010:

Mr Giovanni Barbaro Sant, Dr Romina Bartolo, Mr Clyde Caruana, Ms Christine Farrugia, Ms Rebecca Gatt, Mr Louis Grech, Mr Joseph Montebello, and Ms Jeannine Vassallo.

4. ACADEMIC PROGRAMMES

4.1 Bachelor in Work and Human Resources Honours

Course Coordinator

Dr Manwel Debono

Course Objectives

As organisations strive to adapt to the ever increasing challenges of globalisation, the need for skilled and qualified human resources 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

- CLS1101 Introduction to Social Sciences
- ECN1200 Introductory Economics for Work and HR
- WPD1102 Sociology of Work
- WPD1123 Occupational Psychology
- CLS1102 Equality at the Place of Work
- CLS1103 Employment Law in the Maltese and European Contexts

Year 2

- WPD1121 Industrial Relations
- WPD1105 Labour Economics
- CLS1104 Organisational Communication
- CLS1105 Introduction to Occupational Health and Safety
- CLS1206 Research Methods and Design

- CLS1106 The Evolving Labour Market
- MGT1944 Human Resource Management

Year 3

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

Year 4

- CLS2108 Training and Development
- CLS2109 Work-Life Issues
- IOT2301 Ideas and Entrepreneurship
- CLS2110 Career Choice and Development
- PPL3091 Public Enterprise Management
- CLS3101 Applied Quantitative Research Techniques (elective)
- CLS3102 Applied Qualitative Research Techniques (elective)
- CLS3103 Topics in Occupational Health and Safety
- CLS3104 Employee Involvement and Participation
- CLS3105 Organisational Design

Year 5

- CLS3106 Personality at Work
- CLS3107 Corporate Culture and Change
- CLS3108 Work Design and Job Classification
- MGT4105 Sustainable Enterprise
- CLS3109 Managing Abuse at the Workplace
- CLS3110 Workplace Design and Ergonomics
- CLS3111 Dissertation

New Intake (Cohort 2010-2015)

Agius Donna, Aquilina Joanne, Attard Tania, Avsar Loranne, Azzopardi Joseph, Borg Vanessa Marie, Briffa Manuel, Brincat Franklyn, Brincat Herbert, Brincat Peplow Dulcie, Buttigieg Michael, Cachia Enzo, Camilleri Angela Jo, Camilleri Franky, Camilleri Shirley, Ciantar Dorianne, Dingli Scicluna Madien, Falzon Karl, Falzon Laura, Fenech Eveline, Galea Marlies, Gauci Lizianne, Grech Elizabeth, Muscat David, Muscat Ryan, Pace Frendo Vladimir, Perici Victoria, Rizzo Marisa, Scerri Gayle, Scerri Godfrey, Schembri Alexia Sue, Schembri Lisa, Scicluna Francelle, Scirihha Ivan, Spiteri Mark, Spiteri Natalino, Sultana Kennaugh Victoria, Szoradi Boglarka, Vella Christian, Vella Stella.

The Bachelor degree has replaced the **Diploma in Social Studies – Industrial Relations**, with its last intake in 2008.

Graduated (2008-2010)

Briffa Manuel, Callus Nicolina, Camilleri Jeremy James, Caruana Edmea, Cauchi Charlot, Debono Caruana Regine, Deguara Jason, Fenech Carmen, Graham James, Micallef Elizabeth, Micallef Therese.



Diploma in Social Studies (Industrial Relations) students (2008 -2010) on their graduation day

The following are the long essays of the last cohort of the Diploma.
Long essays (Cohort 2008-2010)

Title	Student
Economic and social effects of a recession – Its effects on the labour market in the manufacturing sector in Malta	Briffa Manuel
Workers' representation at the highest level of an organisation – Case study – University of Malta	Callus Nicolina
Union recognition	Camilleri Jeremy James
Female participation in the Armed Forces of Malta	Caruana Edmea
On-the-job training: Employees' perspectives and involvement	Cauchi Charlot
The relationship between organisational change and job satisfaction: A case study	Debono Caruana Maria Regina
An explanation of the impact of wages on lifestyles in the Maltese local context: A focus on employees in the manufacturing sector in Malta	Deguara Jason
The personality factor in stress: Determining the relationship between personality type and occupational stress	Fenech Carmen
Collective bargaining in the public sector – The role of the Collective Bargaining Unit (CBU)	Graham James
The glass ceiling. Is it still a reality? A focus on the teachers in one of the ten state colleges.	Micallef Elizabeth
Facilitating the environmental deployment of resources in an inclusive education	Micallef Therese

4.2 Diploma in Social Studies – Gender and Development

Course Coordinator

Ms Anna Borg

Course Objectives

The course is intended as 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
- to facilitate the effective participation of men and women in decisions which invariably affect their lives
- to empower women and men to request, develop and maintain gender friendly and gender sensitive policies in the home, at work and in society.

Course Programme

Year 1

- CLS1208 Introduction to Gender Studies and Public Speaking
- CLS1202 Gender and Sociology
- CLS1203 Gender and Economics
- CLS1204 Gender and Psychology
- CLS1205 Gender and Political Science
- CLS1206 Research Methods and Design

Year 2

- CLS1215 Gender and Development
- CLS1223 Gender Law and Crime
- CLS1225 Gender and the World of Work

- ANT3022 Anthropology of Gender
- CLS1211 Gender and Social Policy
- CLS1224 Gender and Culture
- CLS1222 Long Essay

New Intake (Cohort 2009-2011)

Agius Joan, Dingli Rita, Farrugia Dijana, Galea Jennifer, Gatt Mary, Gatt May, Grech Mary, Grech Rita Patricia, Lewis Kathleen, Mallia Mary, Mercieca Anna, Micallef Rita, Mifsud Lilian, Spiteri Paul, Tabone Vania, Terrible Mary, Tonna Connie, Zammit Anna Maria.

The following students have obtained a certificate: Borg Paola, Demicoli Michael and Grech Mary Carmen.

Long essays (Cohort 2009-2011)

Title	Student
The contribution of women in local councils	Agius Joan
Sexuality and women with physical disability	Dingli Rita
With this ring I thee wed: Perception of marriage among university students	Farrugia Dijana
Later life: A sociological analysis and a gender perspective	Galea Jennifer
The fatherless family and its effects on children	Gatt Mary
An empowering movement for girls and young women – Girl Guides	Gatt May
Division of labour as a source of family conflict	Grech Mary
Looking at blood donors through a gender perspective	Grech Rita Patricia
Sub-Saharan African women: Integration or poverty and social exclusion?	Lewis Kathleen
Women and recreational gambling	Mallia Mary
The empty nest syndrome a myth or a reality? The experience of Maltese mothers	Mercieca Anna
Motherhood, career breaks and barriers	Micallef Rita
The rise of the supermom: A look at women who manage family and work responsibilities	Mifsud Lilian
The male contribution towards domestic chores: Perception of fairness among dual earner couples	Spiteri Paul
The relation between empowerment and gender in the banking sector	Tabone Vania
Women in the diplomatic service	Terrible Mary
How do young female Muslim university students feel perceived by Maltese society and fellow students?	Tonna Connie
Perceptions of teenagers on media images of women	Zammit Anna Maria

- CLS1309 Environmental Health Management and Supervisory Skills
- CLS1308 Health Promotion at Work and Ergonomics
- CLS1311 Risk Assessment
- CLS1313 Synoptic Study–Unit
- CLS1312 Long Essay

New Intake (Cohort 2010-2012)

Abdilla Reuben, Aquilina Kenneth, Aquilina Richard Joseph, Attard Christopher, Baldacchino Andrew, Bellizzi Lorraine, Bonnici Spiteri Shirley, Camilleri Jason, Camilleri Joseph, Cannataci Maria Stella, Cassar Raymond, Chircop Denis, Darmanin Lawrence, Degabriele Joseph, Demicoli Malcolm, Ebejer Peter, Galea Michel, Gambin Ismay, Gatt Darren, Guillaumeir Antoine, Hili Marvin, Long Michael, Markham Alan Robert, Micallef Justin, Micallef Nicolette, Muscat Andre, Saliba Elizabeth Sharon, Saliba Pauline, Sammut Joseph, Satariano Roger, Scicluna Mark Anthony, Spiteri Gianluca, Spiteri Johan, Xuereb Stephen, Zammit Spadaro Josette.

Graduated (Cohort 2008-2010)

Armeni Remi, Calleja Pierre, Callus Jonathan, Callus Lorna, Camilleri Alexia Marie, Camilleri Vincent, Conti Pierre, Cremona Joseph, Farrugia Maris, Fenech Alfred, Grech William, Mamo Hector, Mifsud Dolerita, Salomone Stefan C, Scerri Godfrey, Schembri Sue Ellen, Sghendo Elke, Spiteri Andrew, Vassallo Stephen, Vella Edmond, Vella Victor, Wightman James Craig, Zahra Ivan.



Diploma in Social Studies (Occupational Health and Safety) students (2008-2010) undergoing fire training

4.3 Diploma in Social Studies – Occupational Health and Safety

Course Coordinator

Mr David Parnis

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 minimized
- 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

- CLS1301 Introduction, Familiarization and Physical Sciences
- CLS1302 People, Work and Industrial Relations
- CLS1303 Business Management and Occupational Psychology
- CLS1304 Epidemiology, Statistics and Research Methods
- CLS1306 Occupational Safety Principles
- CLS1310 The Legal Framework

Year 2

- CLS1305 Elements of Toxicology and Management of First Aid
- CLS1307 Occupational Hygiene and Occupational Health

Long essays (Cohort 2008-2010)

Title	Student
Practical health and safety guidelines for heating ventilating and air conditioning technicians in Malta	Armeni Remi
A critical evaluation of the level of knowledge in health and safety among security personnel	Calleja Pierre
An assessment of indoor swimming pool chlorine levels and its perceived health effects on the human body	Callus Jonathan
The effectiveness of teaching health and safety in the early years of primary schools	Callus Lorna
Occupational violence risk behind bars: The risk of occupational violence among prison employees	Camilleri Alexia Marie
Occupational health problems among hairdressers in Malta	Camilleri Vincent
Effective knowledge and observance of existing preventive and emergency guidelines of chemical substances at power stations in Malta	Conti Pierre
Occupational risks encountered by traffic police: A case study	Cremona Joseph
A guideline for the evaluation and implementation of safe access and egress to workplaces	Farrugia Maris
Pilot fatigue in a short haul airline	Fenech Alfred
An assessment of the health and safety conditions of domestic waste collectors in Malta	Grech William
An evaluation of the emergency prevention, preparedness and response arrangements being implemented in 4 and 5 star hotels in Malta.	Mamo Hector
Head and eye protection equipment at the place of work	Mifsud Dolerita
Asbestos awareness amongst licensed electricians in Malta	Salomone Stefan C
Awareness of safety requirements in loading airfreight – A study by Globeground Malta Limited	Scerri Godfrey
Light and wellbeing	Schembri Sue Ellen
Manual handling in elderly residential homes: An assessment of caregivers	Sghendo Elke
Safety and health risks of pigeon fanciers	Spiteri Andrew
The health and social effects of work shifts on those employed in the police force	Vassallo Stephen
Risk management in the Maltese construction industry. An evaluation of the problems faced by contractors during the implementation of occupational health and safety regulations	Vella Edmond
Awareness of occupational health and safety legislation amongst employers in Malta	Vella Victor
Safety management systems in the aviation industry - A case study of their implementation and outcomes in a small state	Wightman James Craig
Developing a health and safety training plan for the operation and maintenance of high voltage systems for MIA Technical Department	Zahra Ivan

4.4 Post-Graduate Diploma in Lifelong Career Guidance and Development

Course Coordinator
Dr Manwel Debono

Course Objectives

Employment is becoming always more flexible and careers are nowadays 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

- CLS5101 Sociology of Work
- PSY5701 Helping Skills for Career Guidance Practitioners
- EDS5602 Guidance Theories, Models and Strategies
- CLS5102 The Labour Market
- EDS5601 Research Methods
- CLS5104 Career Guidance Tools
- CLS5105 Dealing with Particular Groups (elective)
- EDS5607 Career Guidance Policy Developments across Europe (elective)
- CLS5103 Placement in Career Guidance Settings *

** This unit starts in Year 1 semester 2 and continues in Year 2 Semester 1*

Year 2

- CLS5103 Placement in Career Guidance Settings *
- EDS5603 Professional Development
- EDS5604 Career Guidance Management (elective)
- EDS5606 Career Management and Lifelong Learning (elective)
- CLS5106 Labour Law and Economics (elective)
- PSY4701 Group Skills (elective)
- EDS5605 Career Information Systems (elective)
- CLS5107 The Workplace (elective)
- CLS5108 Issues relating to specific sectors (elective)
- CLS5109 Long Essay / Project

New Intake (Cohort 2009-2011)

Farrugia Maria Antonia, Galea Marija, Mamo Maria, Mercieca Jamie Matthew, Piscopo Sylvana, Psaila Danica, Tanti Alison, Sammut Moira, Zammit Marlene.

Long essays (Cohort 2009-2011)

Title	Student
An examination of University of Malta drop-outs*	Farrugia Maria Antonia
Changing career direction of young professionals (and the role of the career advisor)	Galea Marija
Career development in primary education*	Mamo Maria
Entrepreneurial career management: The role of the guidance professional*	Mercieca Jamie Matthew
What career after prison? – The provision of vocational guidance and career management programmes in prison	Piscopo Sylvana
Career management practices. A comparison between a manufacturing and a service business	Psaila Danica
Career guidance for hearing impaired persons	Sammut Moira
Guide book for career guidance practitioners. Target: Young adults with intellectual disabilities	Tanti Alison
An evaluation of the work trial scheme currently run by the ETC and how this scheme can be promoted by career practitioners to re-integrate individuals to the place of work	Zammit Marlene

*Work in progress



A presentation about career guidance by the guest lecturer Dr Barbara Bassot from the Centre for Career and Personal Development at Canterbury Christ Church University (UK) in May 2009.

5. MONITORING AND RESEARCH ABOUT INDUSTRIAL AND EMPLOYMENT RELATIONS

The following is the list of reports submitted in 2009 and 2010 to the European Foundation for the Improvement of Living and Working Conditions in Dublin (<http://www.eurofound.europa.eu/>). Dr Manwel Debono has overall responsibility of the project and coordinated the Centre's contributions to the European Industrial Relations Observatory until Mr David Parnis took over such coordination in the last quarter of 2010. Anna Borg coordinates the Centre's contributions to the European Working Conditions Observatory and the European Restructuring Monitor.

5.1 European Industrial Relations Observatory (EIRO)

Brief reports on topical issues

Air Malta restructuring	Dec 10
Mixed welcome for extra maternity leave	Nov 10
Industrial action by nurses over staff shortages	Oct 10
ST Microelectronics employees resist austerity measures	Sep 10
Trade union rights for police officers	Jun 10
Dispute over workers remaining after Malta Shipyards closure	May 10
Trade unions divided over steep new utility rates	Apr 10
FORUM requests representation on the Malta Council for Economic and Social Development	Dec 09
Employers protest against mandatory cost of living allowance	Oct 09
Survey examines private sector trade union coverage over 13-year period	Oct 09
Trade union density in Malta from 1953 to 2008	Jun 09
Industrial action over understaffing in health centres resolved	May 09
Social partners propose package to get economy going	Apr 09
Industrial dispute in health sector resolved	Apr 09
Dispute escalates over port workers' union representation	Apr 09
School teachers stage one-day strike over working conditions	May 09
University lecturers' agreement signed after lengthy negotiations	Jan 09
Malta Union of Teachers pulls out of union confederation	Jan 09

National contributions on topics selected by the Foundation

Representativeness of the European social partner organisations - Insurance Sector	Dec 10
Helping young worker during the crisis	Nov 10
Representativeness of the European social partner organisations - Private Security	Sep 10
Representativeness of the European social partner organisations - Paper sector	Sep 10
The effect of the Information and Consultation Directive on industrial relations in the EU Member States five years after its transposition	Jul 10
Representativeness of the European social partner organisations - Banking Sector	Jul 10
Malta: Industrial relations in the health care sector	Jun 10
Annual update on working time developments 2009	Feb 10
Annual update on industrial action developments 2009	Feb 10
Annual review on industrial relations developments 2009	Feb 10
Annual update on pay 2009	Jan 10
Addressing the gender pay gap - Government and social partner actions	Oct 09
Representativeness of the European social partner organisations - Education sector	Oct 09
Representativeness of the European social partner organisations - Metal sector	Sep 09
Representativeness of the European social partner organisations - Public administration	Sep 09
Development in social partner organisations - Employer organisations	Aug 09
Individual disputes at the workplace - Alternative disputes resolution	Aug 09
Malta - Greening the European economy: responses and initiatives by Member States and social partners	Jun 09
Posted Workers	Jun 09
Representativeness of the European social partner organisations - Catering sector	Jun 09
Multinational companies and collective bargaining	Feb 09
Annual update on working time developments 2008	Jan 09
Annual update 2008 on trade union membership	Jan 09
Annual update on pay 2008	Jan 09
EIRO annual review 2008	Jan 09
Industrial relations profile - Malta	Jan 09

5.2 European Working Conditions Observatory (EWCO)

Brief reports on topical issues

Implementation of the Racial Equality Directive	Jun 10
Fathers' experience of parental leave	Jan 10
Majority of employers adopt work – life balance measures	Sep 09
Work aspirations and experiences of lone mothers	Jul 09
Labour market inclusion of transgender persons	May 09
Employers show support for family-friendly measures	Feb 09
New research on call centre industry	Jan 09

National contributions on topics selected by the Foundation

Recent developments in work organisation	Nov 10
Working conditions of nationals with a foreign background	Oct 10
Getting prepared for the upswing: Training and qualification during the crisis	Aug 10
20 years of changes in working conditions	Jul 10
Work-related stress	Feb 10
Survey terminology (Ad Hoc)	Nov 09
Information & consultation of workers on health & safety	Sep 09
Absence from work	Sep 09
Working poor in Europe – Malta	Aug 09

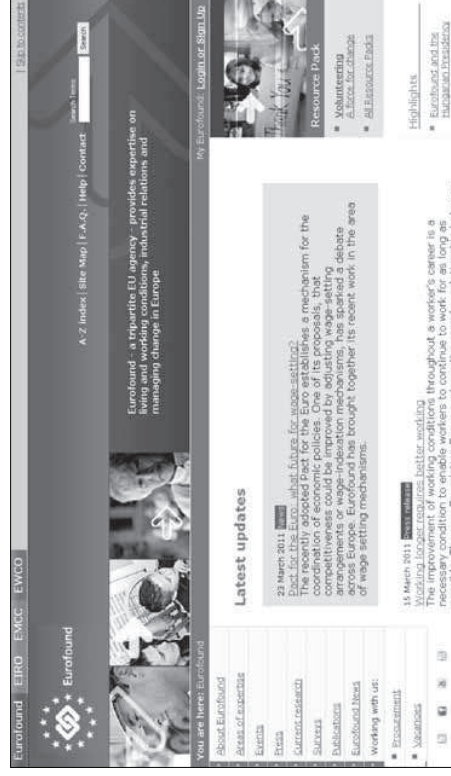
5.3 European Restructuring Monitor (ERM)

Brief reports highlighting important restructuring cases in Malta

DayBreak Data	Dec 10
Arriva (Malta)	Nov 10
Cater Essence	Nov 10
Palumbo	Jun 10
Brief quarterly report on restructuring in Malta Q4 2009	Dec 09
SR Technics	Nov 09
Brief quarterly report on restructuring in Malta Q3 2009	Sep 09
Brief quarterly report on restructuring in Malta Q2 2009	Jun 09
Brief quarterly report on restructuring in Malta Q1 2009	Apr 09
Hilton Hotels	Apr 09
STMicroelectronics	Mar 09

National contributions on topics selected by the Foundation

Malta joint public-private local partnerships to cope with recession	Aug 10
Emerging forms of entrepreneurship	Jul 10
Institutional features of the restructuring process	Jul 09
Bankruptcy cases	Jun 09
Tackling recession: Malta	May 09
Restructuring in the construction sector	Feb 09
Case study on the restructuring process	Jan 09



The website of the European Foundation for the Improvement of Living and Working Conditions (<http://www.eurofound.europa.eu/>).

6. OTHER RESEARCH WORK AND PUBLICATIONS

Godfrey Baldacchino

- (2010). Imigrantes, turistas et outros de fora: "Venha visitar, mas não permaneça" – A ameaça de invasão para os sociedades insulares. In M.L. Fonseca (Ed.), *AproximandoMundos: Emigração, Imigração e Desenvolvimento em Espaços Insulares* (pp. 63-86). Lisbon: Fundação Luso-Americana.
- (2010). Re-placing materiality: A Western anthropology of sand. *Annals of Tourism Research*, 37(3), 763-778.
- (with Pleijel, C.) (2010). European islands, development and the cohesion policy: A case study of Kökar, Åland Islands. *Island Studies Journal*, 5(1), 89-110. (Translated into Swedish as: 'De europeiska öarnas utveckling och sammanhållningspolitik – en fallstudie på Kökar', *Tidskriften Skärgård*, No. 2/2010 – Årgång 33).
- (2010). Islands and beers: Toasting a discriminatory approach to small island manufacturing. *Asia Pacific Viewpoint*, 51(1), 61-72.
- (2010). Upside down decolonization' in sub-national island jurisdictions: Questioning the 'Post' in Postcolonialism'. *Space and Culture: International Journal of Social Spaces*, 13(2), 188-202.
- (with Royle, S. A.) (2010). Postcolonialism and islands: Introduction. *Space and Culture: International Journal of Social Spaces*, 13(2), 140-143.
- (2010). The island lure, Editorial. *International Journal of Entrepreneurship and Small Business*, 9(4), 373-378.
- (2010). Island brands and 'The Island' as a brand: Insights from immigrant entrepreneurs on Prince Edward Island. *International Journal of Entrepreneurship and Small Business*, 9(4), 379-393.
- (with Gatt, R.) (2010). Thirteen years later: Trade unions in the Maltese private sector revisited. *Bank of Valletta Review (Malta)*, 40, 29-45.
- (with Vannini, P., Guay, L., Royle, S. A., & Steinberg, P. E.) (2009). Reterritorializing Canada: Arctic ice's liquid modernity and the imagining of a Canadian archipelago. *Island Studies Journal* 4(2), 121-138.
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Edward Zammit

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- (2009). *An employment passport for school dropouts in Malta*. Paper presented as part of the EU Peer Review Project on the social integration of young people into work. GHK, Brussels / Slovenia.



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7. CONFERENCES AND OTHER ACTIVITIES

Godfrey Baldacchino

2010:

- November: Visiting Associate Professor at the University of Malta, Malta. Teaching courses in the Department of Sociology and the Centre for Labour Studies.
- October: Keynote speaker at the University of the Azores, Portugal, on the occasion of the international year for biodiversity. Lectures on both São Miguel and Terceira campuses.
- October: Expert member of team undertaking an external evaluation of tourism education at the University of Iceland and Hólar University College, Iceland, requested by Ministry of Education and Culture.
- September: Chair, Review Meeting of the Scientific Committee, Åland Islands Centre for Comparative Island Studies, Åland Islands, Finland.
- September: Visiting Professor, Department of Human Geography, Lund, Sweden.
- August: Co-organizer and keynote speaker at 2nd international conference of the Islands Commission of the International Geographical Union, Ven, Sweden.
- August: Participant in 11th International 'Islands of the World' Conference in Gudhjem, Bornholm, Denmark.
- July: Discussions on 2nd stage submission of a Major Collaborative Research Initiative application to the Social Sciences and Humanities Research Council on employment related mobility, Halifax, Nova Scotia.
- June: Faculty, 7th Summer School on Small State Studies, University of Iceland, Reykjavik, Iceland.
- June: Participant in international workshop discussing trans-boundary governance and development, Havsvidden Resort, Geta, Åland Islands, Finland.
- May: Guest paper presenter at international workshop on sovereignty games and sub-national jurisdictions, Copenhagen University, Denmark.
- March: Guest lecturer at the Atlantic Rural Centre, Dalhousie University, Halifax NS.

2009:

- November: Paper Presenter at Workshop on Mainstreaming Small State Studies in Education, University of Malta.
- November: Paper Presenter at Workshop on the Study of Small States, Sidney Sussex College, University of Cambridge, UK.
- September: Paper Presenter at the North Atlantic Forum meeting in Bornholm, Denmark.
- September: Guest of the Giorgio Cini Foundation to discuss the Politics of Landscape, Venice, Italy.
- June: Keynote address at the 8th European Conference on Business Research Methodology, Valletta, Malta.
- May: Discussant in public forum discussing nascent neo-nationalism in Newfoundland, Memorial University, St John's, NL.
- April: Presentations and Discussions at Centre for Regional and Tourism Research, Bornholm, Denmark; and Åland Centre for Comparative Island Studies, Åland Islands, Finland.
- March: Forum Panel Member and Paper Presenter at National Metropolis Conference, Calgary, AB, Canada.
- February: Guest Lecturer at College of the Bahamas and Radio Talk Show Guest, Nassau, New Providence, Bahamas.

Anna Borg**2010:**

- December: Key speaker during a conference organised by the Department of International Relations and the European Commission Representation in Malta on National Responses to European & Global Issues – The role of gender in International Relations.
- December: Gave speech at a fund raising activity organised by the American Embassy.
- December: Speaker at a seminar "Why Are Women Always Demanding More Rights organised by the Malta Confederation of Women's Organisations (MCWO).
- October: Participated in the United Nations review on Malta's progress made in respect to the Convention on the Elimination of Discrimination Against Women (CEDAW) in Geneva.
- September: Attended pre-budget meeting with social partners.

- September: Delivered a presentation on training material available for increasing awareness on gender equality as part of the Valorising Rural Women Project.
- July: Delivered training to various groups on the importance of financial independence to women victims of domestic violence as part of the Dignity for Domestic Violence Survivors Project organised by the Commission on Domestic Violence.
- June: Attended the Annual General Meeting of the European Women's Lobby in Madrid.
- July: Gave input on the pension reform from a gendered perspective.
- May: Opened seminar on cohabitation organised by the Malta Confederation of Women's Organisations.
- May: Addressed a seminar organised by the Spanish Embassy.
- May: Opened an Art Exhibition held at the Ministry for Foreign Affairs called A Tribute to Mothers and gave a speech on maternal health and Sexual Health Issues organised by SOS Malta.
- May: Addressed Business Breakfast organised by MEUSAC on the occasion of Malta's 6th anniversary on joining the EU.
- April onwards: Elected as representative of the Civil Society on the core group of the Malta European Union Steering Committee (MEUSAC).
- March: Participated in the TV programme Dissett on the issue of the extension of the maternity leave.
- March: Participated in the Bondi+ TV Programme on issues related to gender equality.
- March: Organised and attended a meeting with the President of Malta and gave a speech on issues related to the advancement of women.
- March: Attended meeting at Office of the Prime Minister on the occasion of Women's Day.
- March: Gave a talk at Dingli Local Council on the occasion of Women's Day.
- March: Attended the annual meeting organised by the Foundation for the Improvement of Living and Working Conditions.
- February: Chaired part of the tripartite conference organised by the International Training Centre (branch of ILO) on 'Anticipating and Managing Restructuring' held in Malta.
- January: Organised and attended a meeting with the Archbishop of Malta – Fr Paul Cremona and gave a speech on issues related to the family and work.

- January: Attended the European Women's Lobby board meeting in Dublin.
- Board Member of the Cooperatives Board of Malta

2009:

- November: Attended the Domestic Violence Conference organised by the Commission for Domestic Violence.
- October: Attended the European Women's Lobby (EWL) Board meeting in Brussels.
- October: Attended pre-budget meetings and gave feedback on gender related issues.
- June: Attended the European Women's Lobby (EWL) Board meeting in Brussels.
- May: Organised a seminar at the University of Malta on Multi Ground Discrimination Seminar.
- Board Member of the Cooperatives Board of Malta

Manwel Debono

2010:

- December: Extraordinary General Conference & Training Seminar organised by the Malta union of Teachers. Key Note Speech entitled 'Il-Qagħda tat-Trade Unions f'Malta u r-Rwol tagħhom fil-gejjenji'.
- November: Meeting in Mons (Belgium) as part of an international project called APENCH about anticipating restructuring processes. The project involves several Trade Unions and Universities across Europe. Malta is represented by the General Workers' Union and myself. In 2011 I will submit a report about a restructuring case in Malta and present it in Pescara (Italy). Another meeting will be held in Lisbon (Portugal) in June 2011 and a final conference in Malta (October 2011) (*In progress*).
- July: Meeting organised by GHK Consulting Limited about the European Employment Observatory (Belgium).
- April: Conference entitled 'Xogħol prekarju! L-uniku triq li fadal?' organised by the General Workers' Union. Contributed with a presentation entitled '*Precarious Work in Malta*'.
- March: Meeting organised by the Foundation for the Improvement of Living and Working Conditions (Ireland).

- February: Tripartite conference organised by the International Training Centre (branch of ILO) located in Turin on 'Anticipating and Managing Restructuring' held in Malta.
- January: Meeting organised by GHK Consulting Limited about the European Employment Observatory (Belgium).
- Consultancy services to the committee in charge of setting up the Malta Career Guidance Association and subsequently to the Executive Committee of the association.
- Represented the CLS on the Board of Studies of the Master in Counselling offered by the Faculty of Education.
- Consultancy services to the DG Employment and Social Affairs and Equal Opportunities on specific employment issues.

2009:

- November: Peer Review Meeting about the topic of "Professional Traineeships for Young Adults" (Portugal). Presentation of country comments paper.
- October: Meeting organised by the Foundation for the Improvement of Living and Working Conditions (Ireland).
- June: Meeting organised by GHK Consulting Limited about the European Employment Observatory (Belgium).
- May: Peer Review Meeting about the topic 'Towards a new vocational training system more adjusted to the new competencies and skills requirements of the labour market' (Spain). Presentation of country comments paper.
- May: First Malta Career Guidance Association Annual Meeting held at the University of Malta. Presentation called 'The need for a Career Guidance Association in Malta'.
- January: Ended collaboration with the Ministry of Education on a course called: "Training for Counsellors and Guidance teachers" as part of a programme of Continuous Professional Development, organized for guidance teachers and counsellors. Four presentations were delivered about career guidance at the National Curriculum Centre, Hamrun.
- Consultancy services to the committee in charge of setting up the Malta Career Guidance Association and subsequently to the Executive Committee of the association.

- Represented the CLS on the Board of Studies of the Master in Counselling offered by the Faculty of Education.
- Consultancy services to the DG Employment and Social Affairs and Equal Opportunities on specific employment issues.

Saviour Rizzo

2010:

- December: A lecturing session followed by discussion on 'The Maltese Labour Market – Current Scenario on Challenges & Trends' to guidance officers as part of a Career Related Programme organised by the Guidance Unit of the Ministry of Education.
- October: A panellist in a workshop at the international conference on 'Anticipating and Managing Restructuring in Socially Responsible Way' organised by the Belgian Presidency of the European Union in Brussels. A presentation was made about the policies and strategies related to restructuring adopted by Maltese policy makers
- July: One of the main speakers during seminar on "The Role of the Shop Steward in the 21st Century" organised by the General Workers' Union (GWU).
- March: A Presentation on "Society and the World of Work" during a seminar entitled 'Greater Needs for Well Trained Career Specialists' organised by the Malta Career Guidance Association.

- February: Two key note presentations during a tripartite conference organised by the International Training Centre (branch of ILO located in Turin) on 'Anticipating and Managing Restructuring' held in Malta.

2009:

- September: 'Corporate Strategy and Monitoring in the European Company (SE) at a time of Crisis', organised by the European Trade Union Institute (ETUI) in Vienna.
- September: 'Malta in the European Union: Five Years On and Looking to the Future' Organized by the European Documentation and Research Centre (ERDC) of the University of Malta in Radisson Blu Resort St Julian's. Presentation of paper: 'Not quite There; Europeanising Malta's Industrial and Employment Relations'.

- June: 'Developments in Workers' Involvement and Corporate Governance' Organised by the European Trade Union Institute (ETUI) in Brussels. Presentation of paper.
- March: 'European Survey on Working Conditions' organised by European Foundation for the Improvement of Working and Living Conditions in Brussels.

Edward Zammit

2010 and 2009:

- Directed the Commission for the Strengthening of Cooperatives in Malta which was established by the Ministry for Social Policy under my chairmanship. The report of the Commission was presented in January 2010 and was subsequently published by the Government.
- Board Member, *Malta Statistics Authority*.
- Chairman, *Centre for Labour Studies (until December 2009)*.
- Chairman, *Employment Relations Board, Ministry for Social Policy*.
- Editorial Board member, *South East Europe Review*.
- Editorial Board member, *FEMA Research Bulletin*.



An intervention during the tripartite conference organised by the International Training Centre (Italy) about 'Anticipating and Managing Restructuring' in February 2010

8. NEW STATUTE FOR THE CENTRE FOR LABOUR STUDIES¹

EDUCATION ACT (CAP. 327)

STATUTE FOR THE CENTRE FOR LABOUR STUDIES

IN EXERCISE of the powers conferred upon him by articles 74(5) and 75(6) of the Education Act, the Chancellor of the University of Malta has promulgated the following statute made by the Council of the University of Malta in virtue of the powers conferred upon it by articles 72(h), 75(2) and 77(c) of the said Act:

Citation

This statute may be cited as the Statute for the Centre for Labour Studies.

STATUTE FOR THE CENTRE FOR LABOUR STUDIES

Interpretation

- 1 In this Statute, unless the context otherwise requires:
“the Board” shall mean the Board of the Centre for Labour Studies;

“the Centre” shall mean the Centre for Labour Studies.

Establishment and Objectives

- 2 The Centre for Labour Studies is hereby established as an educational, documentation and research institution within the University of Malta which aims to:
 - (a) strengthen the University's link with working persons, employers, and the world of work at large; and
 - (b) promote social dialogue, active involvement and the effective participation of workers, and their representatives, in specific workplaces and in labour policy more generally.

¹ As approved by Senate on 17 February 2011 and Council on 7 April 2011 and in the process of being enacted by parliament

- 3 In pursuance of the two-pronged aim of its mission, the Centre seeks:
 - (a) to establish healthy working partnerships and promote synergies between academics, government, trade unions, employers and the other actors from civil society involved in the field of labour relations;
 - (b) to organise educational programmes aimed at sensitizing people actively involved or interested in labour issues to current trends, relevant concepts and analytical tools pertinent in this area;
 - (c) to act as national monitoring agency and clearing house for trends and developments occurring in employment and industrial relations;
 - (d) to carry out research, consultancy and disseminate information on issues related to industrial and employee relations in Malta and abroad.

Governance

- 4 The Centre shall be governed by a Board that shall consist of the following:
 - (i) Chairman: Rector of the University or his delegate;
 - (ii) Vice-Chairman: Director of the Centre;
 - (iii) a person appointed by the Council of the University;
 - (iv) a person appointed by the Senate of the University;
 - (v) up to two representatives of the academic staff lecturing or conducting research within the Centre;
 - (vi) up to two representatives of the students registered with the Centre;
 - (vii) one representative of the Faculty of Economics, Management and Accountancy;
 - (viii) two representatives of the Confederation of Malta Trade Unions (of whom one shall be from the Union Haddiema Maghqudin);
 - (ix) two representatives of the General Workers' Union;
 - (x) one representative of the Forum Unions Maltin (FORUM);
 - (xi) one representative of the Malta Employers' Association (MEA); and
 - (xii) one representative from the Ministry responsible for Labour Relations; and
 - (xiii) honorary members who may be recommended by the Board and approved by Senate.

The Registrar or his delegate shall act as Secretary to the Board.

- 5 All members of the Board, other than those appointed *ex officio*, shall be appointed for a period of one year, renewable for up to four years. A retiring member will be eligible for re-appointment.
- 6 The function of the Board shall be:
 - (a) to govern the affairs of the Centre, subject to the provisions of this statute and of such regulations, policies or directions as may from time to time be approved by the Council and the Senate;
 - (b) to decide the policy of the Centre, to supervise its activities and administration, and without prejudice to the generality of the foregoing, the Board may:
 - (i) approve business plans and annual estimates of revenue and expenditure of the Centre for consideration and approval by the Council;
 - (ii) with the written concurrence of the Rector, enter into agreements with third parties for funding of the Centre or of particular activities;
 - (iii) publish an annual report;
 - (iv) enrol the Centre in associations or institutions sharing similar aims and interests;
 - (v) propose Regulations and Bye-Laws to the Senate;
 - (vi) request staff members of the Centre to produce reports on academic matters, including the curricula of courses of study, qualifications for admission to courses, examinations, and certificates of attendance or qualification;
 - (vii) recommend to the Council the creation or abolition of academic and non-academic posts in the Centre;
 - (viii) propose for approval to the Senate, Boards of Studies and Examiners for undergraduate and postgraduate courses.

Appointment of Director and Staff

- 7 The Centre shall have a Director and Staff as follows:
 - (a) the Director shall be appointed from among the academic staff of the University by the Council for a duration of one year, with the possibility of renewal annually subject to established performance criteria, the needs of the Centre and the needs of the University, for a total period not exceeding four (4) years; and

- (b) the staff of the Centre shall be appointed by the University according to usual practice.

Duties of the Director

- 8 The duties of the Vice-Chairman/Director shall include:
 - (a) promoting the development and implementation of the Centre's curricula and research programmes;
 - (b) compiling and submitting to the Registrar of the University by not later than January of each academic year, an updated comprehensive prospectus of the content descriptions of all current and projected study-units offered by members of the Centre as per guidelines established by the Programme Validation Committee;
 - (c) ensuring that the study-units offered by the staff members of the Centre are delivered in accordance with the advertised programme of studies; the Director must ensure that lecturing staff under his remit deliver all lectures, seminars and tutorials assigned to them respectively, at the time and venue advertised in the official timetable, and that any deviations thereof are formally registered, and the students duly notified in good time;
 - (d) delivering and implementing the strategic plan of the Centre;
 - (e) administering the Centre in full consultation with the members; monitoring and approving requests for leave of absence of members of the Centre; the Director is expected to maintain records of all leave taken by members and to pass on these records to the Director of Human Resources Management and Development upon request;
 - (f) promoting students' academic and personal welfare, providing first-line support to students with any difficulties they may encounter during their studies related to the activities of the Centre;
 - (g) monitoring the running of examinations in the Centre and ensuring that all assessment and examination results are submitted to the Registrar's office as follows:
 - January session – by the end of March;
 - May/June session – final year results by not later than two working days prior the final year degree classification board but in any case not later than end of July, other results as early as possible but not later than the end of July;

- September session – by the end of September.
- (h) encouraging and facilitating co-operation with other universities and other institutions;
 - (i) chairing meetings of the Board in the absence and with the permission of the Chairman;
 - (j) ensuring and facilitating the further development and training of academic and non-academic staff;
 - (k) participating at any meeting of the University congruent with the post;
 - (l) representing the Centre during official functions of the University;
 - (m) compiling and submitting to the Secretary of the University by the end of September of each academic year, an annual report outlining the activities of the Centre for the outgoing year, which should include, amongst others, information that may be requested by the Secretary; a comprehensive list of recent publications of all members of the Centre; a synopsis of all projects involving members of the Centre which are wholly or partially externally funded; a list of all conferences/seminars/meetings attended abroad by members of the Centre during term time; and an outline of the Centre's collaboration with third parties including local industry, Government or civil society at large;
 - (n) compiling and submitting to the Director of Finance of the University by not later than end of May of each academic year budgetary estimates for the following year including a manpower plan for the Centre, to cover the projected teaching, research and administration workload of the Centre, and based on the projected workload for each Resident Academic member of the Centre and Visiting Teaching Staff;
 - (o) monitoring the performance of the non-academic staff attached to the Centre;
 - (p) authorising the Centre's procurement of equipment; ensuring that the resources assigned to the Centre – whether human or other – are utilized fully and efficiently;
 - (q) performing other duties which may be assigned by the University from time to time.

- 9 The Director of the Centre moreover:
 - (a) is to report directly to the Chairman of the Board governing the Centre and shall collaborate with all senior administrative officers of the University;
 - (b) shall normally be a Resident Academic engaged with the University on a full-time basis for the duration of his tenure as Director. If the Centre is engaged in undergraduate or postgraduate taught programmes of study then the Director must be engaged with the University as a Resident Academic on a full-time basis;
 - (c) should not be engaged in any other activity outside the University which may be in conflict with, or distract him from, his duties at the University;
 - (d) is expected to be present on campus or any designated University of Malta site at least during normal office hours from Monday to Friday throughout the year subject to the exigencies of an academic in accordance with the University's practices and needs and subject to normal leave entitlement and public holidays as provided for at law; should his absence be necessary and justified he must ensure that he is immediately contactable through the secretarial staff of the Centre;
 - (e) shall not give access to any information to any third party that is not associated with the University of Malta, about any work or data that relates to tasks conducted at the University of Malta without the prior approval of the University of Malta; all work carried out within the Centre must be treated according to Maltese data protection legislation;
 - (f) is to abide with the statutes, regulations and policies of the University of Malta, which are in force now or will become effective in the duration of his tenure.

The Treasurer

- 10 The Director of Finance of the University shall be the Treasurer of the Centre.

Repeal

- 11 The Statute 108 – Workers' Participation Development Centre published as Legal Notice 107 of 1991 is hereby repealed.

9. FINANCIAL STATEMENTS

9.1 General Expenses

General Expenses 52-000 (Year 2009)

Academic Staff	€58,346
Support Staff	€24,381
Operational	€3,124 ¹
Total	€85,851

Breakdown of operational expenses

Memberships	€146
Books	€82
Subscriptions	€400
Hospitality	€60
Office Supplies	€1,165
Postage	€209
Petty Cash	€519
Printing	€212
Shipping Postage	€24
Communications Office	€47
Total	€2,864

1 This figure is greater than the Total of the 'Breakdown of operational expenses' due to the direct transfer of some payments to other University departments which do not appear in the Operational Expenses table, and pending commitments which had not been processed during the year under review.

General Expenses CLSSUPP-01 (Year 2010)

Academic Staff	€77,383
Support Staff	€26,143
Operational	€3,531 ²
Total	€107,057

Breakdown of operational expenses

Memberships	€149
Subscriptions	€426
Fixed Line Telephony	€109
Stationery	€731
Postage & Courier	€358
Books	€30
Advertising	€194
Catering	€57
Reimbursement	€200
Petty Cash	€342
EU VAT on recurrent expenditure	€21
Furniture	€183
Total	€2,801

2 This figure is greater than the Total of the 'Breakdown of operational expenses' due to the direct transfer of some payments to other University departments which do not appear in the Operational Expenses table, and pending commitments which had not been processed during the year under review.

9.2 Reserve Fund

Reserve Fund CLSIN01-01 (Year 2009)

Income	€19,696
Expenditure	
Salaries	€8,279
Books	€17
EU VAT on recurrent expenditure	€1
Furniture	€1,153
Hospitality	€148
Stationery	€293
Subscription	€44
Support	€1,280
Total	€11,214

Reserve Fund CLSIN01-01 (Year 2010)

Income	€20,000
Expenditure	
Salaries	€9,135
Computer Accessories & Equipment	€5,504
Consultancy	€20
Travel & Subsistence Allowance	€2,299
EU VAT on recurrent expenditure	€2
Hospitality	€1,349
Expenditure	€10,640
Total	€28,949

9.3 New Eurofound Contract

Fund (88-207) E10LE12-01 (Year 2010)

Income	€28,500
Expenditure	
Support Basic Salary	€1,214
Support Others (Extra/Occasional Salaries)	€4,910
Total	€6,124