

**2014**

# **FAMILY-FRIENDLY MEASURES REPORT**

Public Administration HR Office

## TABLE OF CONTENTS

<b>1</b>	<b>Introduction</b>	<b>1</b>
<b>2</b>	<b>Public Service Data Analysis</b>	<b>2</b>
2.1	Utilisation of Family-Friendly Measures	2
2.2	Family-Friendly Measures Utilisation by Gender	3
2.3	Family-Friendly Measures Utilisation by Categories	5
<b>3</b>	<b>Public Sector Data Analysis</b>	<b>8</b>
3.1	Utilisation of Family-Friendly Measures	8
3.2	Family-Friendly Measures Utilisation by Gender	9
3.3	Family-Friendly Measures Utilisation by Categories	10
<b>4</b>	<b>Summary of Results and Conclusion</b>	<b>12</b>

## APPENDICES

**Appendix 1** - Beneficiaries of Family-Friendly Measures in the Public Service in 2014 -  
by Gender and Employment Category

**Appendix 2** - Beneficiaries of Family-Friendly Measures in the Public Sector in 2014 -  
by Gender and Employment Category

## 1 Introduction

This report gives a quantitative analysis of family-friendly measures utilised by employees across the Public Administration. Utilisation of these measures are analysed by gender and salary scale/category of beneficiaries and is compared with the uptake of family-friendly measures in 2013.

This study is based on the utilisation of family-friendly measures by public employees during the period 1<sup>st</sup> January to the 31<sup>st</sup> December 2014. Data was collected by the HR Management Systems (HRMS) Directorate within PAHRO, through respective Directors for Corporate Services (DCS) within the line ministries.

Data is carefully studied in order to evaluate preferred trends in the utilisation of family-friendly measures by public employees to achieve attainment of work-life balance.

Appendices 1 and 2 illustrate statistics regarding the utilisation of family-friendly measures in the Public Service and in the Public Sector.

## 2 Public Service Data Analysis

### 2.1 Utilisation of Family-Friendly Measures

Table 1 below shows that in 2014, the total figure of family-friendly measures beneficiaries stood at 4508. This means that the total number of employees benefiting from family-friendly measures has increased by 17.30% between 2013 and 2014. Additionally, an increase of 74.49% of new mothers opted to benefit from the additional four weeks Maternity Leave.

*Table 1: Utilisation of Family-Friendly Measures in 2013 and 2014*

<b>Family-Friendly Measures</b>	<b>Utilisation Totals 2013</b>	<b>Utilisation Totals 2014</b>	<b>% Variance of individual FFM's against utilisation in 2013</b>
Maternity Leave	443	600	+35.44%
Adoption Leave	8	4	-50%
Responsibility Leave	33	33	0
Parental Leave	377	486	+28.91%
Career Break	281	260	-7.47%
Leave to accompany spouse on government assignments abroad	3	4	+33.33%
Reduced hours	998	1316	+31.86%
Teleworking	805	872	+8.32%
Flexible Work Schedules	895	933	+4.25%
<b>Grand Total</b>	<b>3843</b>	<b>4508</b>	<b>+17.30%</b>

Maternity Leave (additional four weeks)	247	431	<b>+74.49%</b>
--	-----	-----	----------------

Reduced Hours, Flexible Work Schedules and Teleworking remain the most popular measures requested by Public Officers.

Teleworking and Flexible Work Schedules registered an increase of 25.19% and 81.54% respectively between 2012 and 2013 and an increase of 8.32% and 4.25% respectively between 2013 and 2014. On the other hand, in 2014, Reduced Hours registered an increase of 31.86% when compared to 2013 after registering a decrease of 21.73% when compared to 2012.

Maternity Leave beneficiaries amounted to a total of 600 beneficiaries (an increase of 35.44%) out of which 71.83% of the new mothers availed themselves of the additional four weeks Maternity Leave. Parental Leave also registered an increase of 28.91%, while a decrease of 7.47% in Career Break was registered when compared to 2013.

## 2.2 Family-Friendly Measures Utilisation by Gender

Table 2 below illustrates a comparison between genders utilising family-friendly measures in 2014.

*Table 2: Utilisation of Family-Friendly Measures by Gender*

<b>Family-Friendly Measures</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	600	-	600
Adoption Leave	4	0	4
Responsibility Leave	25	8	33
Parental Leave	473	13	486
Career Break	253	7	260
Leave to accompany spouse on government assignments abroad	3	1	4
Reduced hours	1234	82	1316
Teleworking	771	101	872
Flexible Work Schedules	610	323	933
<b>Grand Total</b>	<b>3973</b>	<b>535</b>	<b>4508</b>

Table 2 shows that 88.13% of employees benefiting from family-friendly measures are female. Although the number of male beneficiaries has increased by 7.65% between 2013 and 2014, utilisation of family-friendly measures by the male gender is still very low when compared to female beneficiaries.

Reduced Hours, Flexible Work Schedules and Teleworking are the most preferred family-friendly measures by both genders, registering a total utilisation of 29.19%, 20.7% and 19.34% respectively.

When looking at the aggregate increase in the utilisation of family-friendly measures during the 2013-2014 period, it is noted that the highest percentage increase by both

genders is registered in the utilisation of Reduced Hours; male beneficiaries (51.85%) and female beneficiaries (30.72%).

Female beneficiaries registered an increase of 9.21% in the utilisation of Teleworking and 5.35% in Flexible Work Schedules. On the other hand, male beneficiaries registered an increase of 2.22% in the utilisation of Flexible Work Schedules and 2.02% in Teleworking. Whilst male employees prefer to work on Flexible Work Schedules (60.37%), followed by Teleworking (18.88%) and Reduced Hours (15.33%), female employees are more attracted to Reduced Hours (31.06%), followed by Teleworking (19.41%) and Flexible Work Schedules (15.35%).

An increase in female beneficiaries (27.49%) and male beneficiaries (116.67%) has also been registered in Parental Leave. Career Break recorded a decrease in utilisation by both genders when compared to 2013; female employees (-6.99%) and male employees (-22.22%).

## 2.3 Family-Friendly Measures Utilisation by Categories

Table 3 below illustrates utilisation of family-friendly measures by different Salary Scale categories.

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

<b>Family-Friendly Measure</b>	<b>Scale 1 - 5</b>	<b>Scale 6 - 10</b>	<b>Scale 11 - 15</b>	<b>Scale 16 - 20</b>	<b>Definite Contracts</b>	<b>Totals</b>
Maternity Leave	13	336	172	64	15	600
Adoption Leave	0	1	2	1	0	4
Responsibility Leave	0	13	12	8	0	33
Parental Leave	4	311	136	32	3	486
Career Break	4	152	86	17	1	260
Leave to accompany spouse on government assignments abroad	1	3	0	0	0	4
Reduced hours	42	528	463	262	21	1316
Teleworking	38	292	439	86	17	872
Flexible Work Schedules	55	286	296	241	55	933
<b>Grand Total</b>	<b>157</b>	<b>1922</b>	<b>1606</b>	<b>711</b>	<b>112</b>	<b>4508</b>

Maternity Leave (additional four weeks)	11	240	116	51	13	431
--	----	-----	-----	----	----	-----

Salary Scale 6-10 category registered the highest percentage (42.64%) of total beneficiaries, followed by Salary Scale 11-15 category (35.63%) and Salary Scale 16-20 category (15.77%).

When compared to 2013, all categories registered an increase in the utilisation of family-friendly measures, except for Salary Scale 11-15 category which registered a decrease of 4%. The Definite Contracts category registered the most substantial increase (273.33%), followed by Salary Scale 1-5 category (41.44%), Salary Scale 6-10 category (38.47%) and Salary Scale 16-20 (10.92%). Salary Scales 6-10 and Definite Contracts are the only categories which recorded an increase in Reduced Hours, Teleworking and Flexible Work Schedules.

Reduced Hours is the most utilised family-friendly measure, registering 29.19% of total family-friendly measures utilisation. In fact, all salary scales registered an increase in

its utilisation, except for beneficiaries in the Salary Scale 16-20 category which amount was reduced by 9.97%. A decrease in this salary scale category was also registered in Flexible Work Schedules (6.59%). Flexible Work Schedules have also recorded a reduction in the Salary Scale 11-15 category (18.46%), contrasting the significant increase in beneficiaries in the Salary Scales 1-5 (61.76%).

When compared to 2013, Teleworking registered an increase of 8.32%, with increases in all categories, except in Salary Scale 1-5 category, which registered a decrease (9.52%) in its utilisation. The highest percentage increase in the utilisation of Telework was recorded in Salary Scale 16-20 (59.26%), followed by employees on Definite Contracts (54.55%).

Maternity Leave registered a considerable increase in all Salary Scales for the period 2013-2014. Employees on a Definite Contract recorded the highest increase (275%), followed by Salary Scales 16-20 (236.84%), Salary Scales 1-5 (116.67%), Salary Scales 6-10 (38.27%) and Salary Scales 11-15 (0.58%).

The additional four weeks Maternity Leave also registered an increase of 74.49% in all salary scales categories, when compared to 2013. Out of 600 mothers utilising Maternity Leave, 71.83% opted to benefit from the additional four weeks Maternity Leave. The Definite Contracts category registered the highest percentage (86.67%; 13 out of 15 beneficiaries) in the utilisation of the additional four weeks from the total number of Maternity Leave beneficiaries in that particular category, followed by Salary Scale 1-5 category (84.62%), Salary Scale 16-20 category (79.69%), Salary Scale 6-10 category (71.43%) and Salary Scale 11-15 category (67.44%).

Table 3.1 below compares the total number of employees in different Salary Scale categories within the Public Service, with the total number of family-friendly measures beneficiaries within the same Salary Scale category.

*Table 3.1: Percentage total of beneficiaries of family-friendly measures in relation to the total number of employees in different Salary Scale categories*

<b>Totals</b>	<b>Scale 1 - 5</b>	<b>Scale 6 - 10</b>	<b>Scale 11 – 15</b>	<b>Scale 16 - 20</b>
Total number of FFM beneficiaries	157	1922	1606	711
Total number of employees	1178	12595	12342	4894
Percentage total of FFM beneficiaries	13.33%	15.26%	13.01%	14.53%



The highest percentage of family-friendly measures beneficiaries was recorded in Salary Scale 6-10 category (15.26%), followed by Salary Scale 16-20 category (14.53%), Salary Scale 1-5 category (13.33%) and Salary Scale 11-15 category (13.01%).

When compared to 2013, Salary Scales 6-10 and Salary Scales 1-5 registered an increase in the utilisation of family-friendly beneficiaries, whilst a decrease in number of beneficiaries was shown in Salary Scales 11-15 and Salary Scales 16-20.

### 3 Public Sector Data Analysis

#### 3.1 Utilisation of Family-Friendly Measures

Table 4 below compares in the utilisation of family-friendly measures in the Public Sector between 2013 and 2014.

*Table 4: Utilisation of Family-Friendly Measures in 2013 and 2014*

<b>Family-Friendly Measures</b>	<b>Utilisation Totals 2013</b>	<b>Utilisation Totals 2014</b>	<b>% Variance of individual FFMs against utilisation in 2013</b>
Maternity Leave	259	256	-1.16%
Adoption Leave	4	1	-75%
Responsibility Leave	2	2	0
Parental Leave	122	134	+9.84%
Career Break	94	91	-3.19%
Leave to accompany spouse on government assignments abroad	4	9	+125%
Reduced hours	634	672	+5.99%
Teleworking	324	390	+20.37%
Flexible Work Schedules	817	849	+3.92%
<b>Grand Total</b>	<b>2260</b>	<b>2404</b>	<b>+6.37%</b>

Maternity Leave (additional four weeks)	182	222	<b>+21.98%</b>
---	-----	-----	----------------

Even though an overall increase (6.37%) in the number of family-friendly measures beneficiaries was registered when compared to 2013, the percentage increase is lower than that registered between 2012 and 2013 (15.84%). Flexible Work Schedules recorded the highest number of beneficiaries (849), followed by Reduced Hours (672) and Teleworking (390), showing that these three measures remain the most favourite amongst public sector employees.

The number of beneficiaries utilising Maternity Leave has minimally decreased (1.16%) when compared to 2013. From a total of 256 mothers who have availed themselves of Maternity Leave, 86.72% chose to make use of the additional four weeks Maternity Leave. Since the introduction of the additional four weeks

Maternity Leave in 2013, an increase of 21.98% of beneficiaries opted for this measure. Parental leave registered an increase of 9.84% while the number of beneficiaries utilising Career Break registered a decrease of 3.19% when compared to the previous year.

### 3.2 Family-Friendly Measures Utilisation by Gender

Table 5 below illustrates the utilisation of family-friendly measures by gender.

*Table 5: Uptake of Family-Friendly Measures by gender*

<b>Family-Friendly Measures</b>	<b>Females</b>	<b>Males</b>	<b>Totals</b>
Maternity Leave	256	--	256
Adoption Leave	0	1	1
Responsibility Leave	2	0	2
Parental Leave	121	13	134
Career Break	84	7	91
Leave to accompany spouse on government assignments abroad	7	2	9
Reduced hours	619	53	672
Teleworking	346	44	390
Flexible Work Schedules	439	410	849
<b>Grand Total</b>	<b>1874</b>	<b>530</b>	<b>2404</b>

Table 5 shows total number of female and male beneficiaries who have utilised family-friendly measures in 2014. Both genders registered a total increase in the utilisation of family-friendly measures when compared to 2013; female beneficiaries recorded a percentage of 7.02% increase and male beneficiaries a percentage of 4.13%. Although year after year, more men are considering to benefit from these measures, the number of male beneficiaries (22.05%) remains relatively small when compared to the number of female beneficiaries (77.95%).

When focussing on Flexible Work Schedules, Teleworking and Reduced Hours, the majority of male beneficiaries preferred to avail themselves of Flexible Work Schedules. Nevertheless, between 2013-2014, the number of male beneficiaries who availed themselves of this measure decreased by 3.53%. The male gender registered a substantial increase in Teleworking (62.96%), followed by Reduced Hours (32.5%). On the other hand, the majority of female beneficiaries preferred to avail

themselves of Reduced Hours. However, the major increase between 2013-2014, was in Teleworking (16.5%), followed by Flexible Work Schedules (11.99%) and Reduced Hours (4.21%).

It is interesting to note that male employees utilising Parental Leave and Career Break increased by 62.5% and 40% respectively. On the other hand, female employees registered an increase in the uptake of Parental Leave (6.14%) and a decrease in Career Break (5.62%) when compared to 2013. Section 3.3 below shows family-friendly measures categorised by different categories in the Public Sector.

### 3.3 Family-Friendly Measures Utilisation by Categories

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

Family-Friendly Measure	Top Management	Middle Mgt & Professional	Administrative Executive/ Clerical	Supervisory/ Technical/ Industrial	Totals
Maternity Leave	14	89	108	45	256
Adoption Leave	0	0	1	0	1
Responsibility Leave	0	0	2	0	2
Parental Leave	4	45	73	12	134
Career Break	0	31	46	14	91
Leave to accompany spouse on government assignments abroad	0	6	2	1	9
Reduced hours	9	170	433	60	672
Teleworking	23	140	185	42	390
Flexible Work Schedules	51	332	286	180	849
<b>Grand Total</b>	<b>101</b>	<b>813</b>	<b>1136</b>	<b>354</b>	<b>2404</b>

Maternity Leave (additional four weeks)	13	75	<b>98</b>	36	222
---	----	----	-----------	----	-----

The above table shows the total amount of employees benefiting from family-friendly measures in different salary scales categories within the Public Sector. The Administrative Executive/Clerical category registered the highest percentage of beneficiaries (47.25%), followed by the Middle Management & Professional category

(33.82%), Supervisory/Technical/Industrial category (14.73%) and Top Management (4.20%).

Increases in the Top Management category were registered in Reduced Hours (12.5%), Teleworking (4.55%) and Flexible Work Schedules (4.08%). The Administrative Executive/Clerical category also registered increases in the uptake of Teleworking (33.09%), Flexible Work Schedules (20.17%) and Reduced Hours (14.55%) when compared to 2013.

The Middle Management & Professional category recorded an increase in Teleworking (10.24%), but less beneficiaries utilised Reduced Hours (10.53%) and Flexible Work Schedules (4.05%).

The Supervisory/Technical/Industrial category registered an increase in Teleworking beneficiaries (16.67%) and Reduced Hours beneficiaries (3.45%). However, a decrease in the utilisation of Flexible Work Schedules (2.17%) was registered.

Maternity Leave recorded an increase in the Top Management category (75%), Administrative Executive/Clerical category (5.88%) and Middle Management & Professional category (4.71%). These three categories registered also an increase in the additional four weeks Maternity Leave: 30% more beneficiaries in the Top Management category, 25% in the Middle Management & Professional category and 8.89% in the Administrative Executive/Clerical category. The Supervisory/Technical/Industrial category registered a decrease (-29.69%) in the utilisation of Maternity Leave. However, this category registered a substantial increase (63.64%) in the additional four weeks Maternity Leave.

An increase was recorded in the utilisation of Parental Leave: Top Management (33.33%) followed by the Middle Management & Professional category (15.38%) and the Administrative Executive/Clerical category (14.06%), while beneficiaries in the Supervisory/Technical/Industrial category opting for Parental Leave dropped by 25%.

The Supervisory/Technical/Industrial category registered an increase of 40% beneficiaries in the utilisation of Career Break, while fewer beneficiaries opting for this measure were registered in the Middle Management & Professional category (-18.42%). Changes have been registered in the Top Management category and the Administrative Executive/Clerical category between 2013-2014.

## 4 Summary of Results and Conclusion

Similar to previous years, this report shows that Reduced Hours, Flexible Work Schedules and Teleworking are the most requested measures amongst public service and public sector employees.

Statistics in the Public Service show that Reduced Hours is the most preferred measure registering an increase of 31.81% utilisation between 2013 and 2014. This may demonstrate that Public Service employees, especially females, are aiming for a clear division between their work and personal life.

On the other hand, whilst in the Public Sector, utilisation of Reduced Hours increased by 5.99%, statistics show that Flexible Work Schedules is still the most preferred measure by employees, registering a total of 849 beneficiaries. Results show that 51.71% from the total amount of Flexible Work Schedules beneficiaries were females and 48.29% were males. This difference is very minimal when compared to female and male beneficiaries who utilised Reduced Hours and Teleworking in the Public Sector.

Both the Public Service and Public Sector registered an increase in the utilisation of the additional four weeks Maternity Leave: increases of 74.49% and 21.98% respectively. To strengthen the bond built during the first eighteen weeks of life, mothers, and even fathers, opted to benefit from Parental Leave. Statistics show that employees benefiting from this measure increased both in the Public Service (28.91%) and in the Public Sector (9.84%) when compared to the previous year.

## **APPENDIX 1:**

Beneficiaries of Family-Friendly Measures

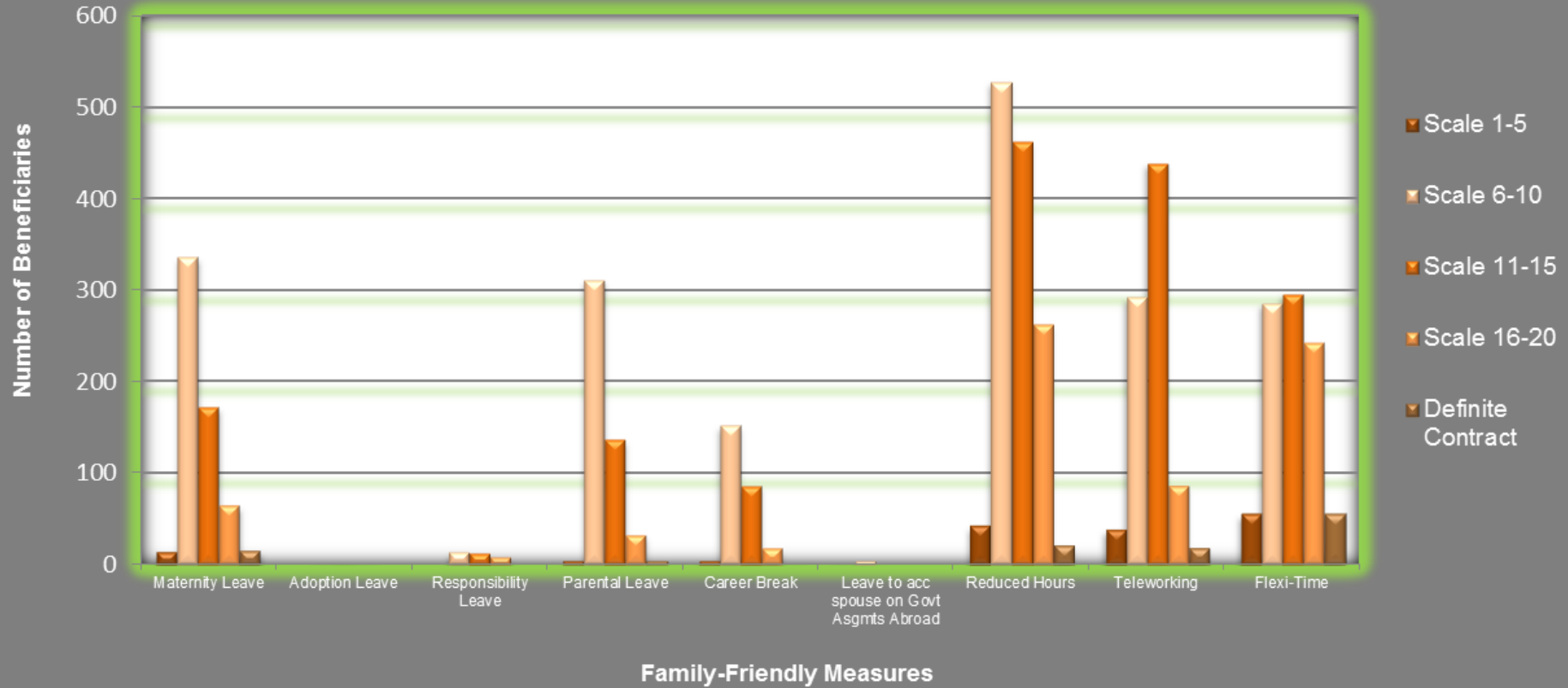
in the Public Service in 2014 –

By Gender and Employment Category

PUBLIC SERVICE TOTALS	1st January 2014 - 31st December 2014												
	Scales 1-5		Scales 6-10		Scales 11-15		Scales 16-20		Definite Contracts		TOTALS		
FAMILY-FRIENDLY MEASURES	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Grand Total
Maternity Leave (first 14 weeks)	13		336		172		64		15		600		600
Maternity Leave (additional 4 weeks)	11		240		116		51		13		431		431
Adoption Leave (PSMC 5.2.1)	0	0	1	0	2	0	1	0	0	0	4	0	4
Responsibility Leave (PSMC 5.3.5)	0	0	11	2	7	5	7	1	0	0	25	8	33
Parental Leave	4	0	305	6	129	7	32	0	3	0	473	13	486
Career Break (PSMC 5.3.4)	3	1	149	3	83	3	17	0	1	0	253	7	260
Leave to accompany spouse on Government-sponsored courses or assignments (PSMC 5.3.2)	0	1	3	0	0	0	0	0	0	0	3	1	4
Reduced hours – 20 hours/week	12	2	156	8	88	5	24	3	2	0	282	18	300
Reduced hours – 25 hours/week	5	0	50	2	48	2	27	1	2	2	132	7	139
Reduced hours – 30 hours/week	4	0	149	5	153	9	72	4	8	0	386	18	404
Reduced hours – 35 hours/week	4	2	71	2	93	3	55	0	1	1	224	8	232
Reduced hours – other amounts	12	1	63	22	60	2	75	1	0	5	210	31	241
Teleworking (PSMC 5.4.2)	32	6	248	44	400	39	74	12	17	0	771	101	872
Flexi-Time (PSMC 5.4.4)	17	38	145	141	189	107	214	27	45	10	610	323	933
<b>FAMILY-FRIENDLY MEASURES TOTALS</b>	<b>117</b>	<b>51</b>	<b>1927</b>	<b>235</b>	<b>1540</b>	<b>182</b>	<b>713</b>	<b>49</b>	<b>107</b>	<b>18</b>	<b>4404</b>	<b>535</b>	<b>4939</b>



### Beneficiaries of Family-Friendly Measures in the Public Service in 2014 - by Employment Category



## **APPENDIX 2:**

Beneficiaries of Family-Friendly Measures  
in the Public Sector in 2014 –  
By Gender and Employment Category

PUBLIC SECTOR TOTALS	1st January 2014 - 31st December 2014										
	Top Management		Middle Mangt & Professional		Administrative/ Executive/Clerical		Supervisory/ Technical/Industrial		Totals		
FAMILY-FRIENDLY MEASURES	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Grand Total
Maternity Leave (first 14 weeks)	14		89		108		45		256		256
Maternity Leave (additional 4 weeks)	13		75		98		36		222		222
Adoption Leave	0	0	0	0	0	1	0	0	0	1	1
Responsibility Leave	0	0	0	0	2	0	0	0	2	0	2
Parental Leave* <i>Applicable to Parents, Legal Guardians and Foster Carers</i>	3	1	37	8	73	0	8	4	121	13	134
Career Break	0	0	29	2	43	3	12	2	84	7	91
Leave to accompany spouse on Government-sponsored courses or assignments	0	0	5	1	1	1	1	0	7	2	9
Reduced Hours	7	2	157	13	407	26	48	12	619	53	672
Teleworking	19	4	123	17	175	10	29	13	346	44	390
Flexi-Time	19	32	199	133	189	97	32	148	439	410	849
<b>FAMILY-FRIENDLY MEASURES TOTALS</b>	<b>75</b>	<b>39</b>	<b>714</b>	<b>174</b>	<b>1096</b>	<b>138</b>	<b>211</b>	<b>179</b>	<b>2096</b>	<b>530</b>	<b>2626</b>

### Beneficiaries of Family-Friendly Measures in the Public Sector in 2014 - by Employment Category

