



**MALTA
EMPLOYERS**

AWARD IN HUMAN RESOURCES MANAGEMENT IN PRACTICE I & II

Learning outcomes :

MQF LEVEL 5

- Understand the full range and strategic importance of the HR function.
- Learn and apply essential HR techniques (e.g., interviewing, negotiation, managing sick leave).
- Apply HR knowledge and principles strategically within the workplace.
- Assess an organisation's HR needs and develop appropriate strategies and procedures.
- Gain practical, industry-based insights through interactive learning with experienced practitioners.
- Use HR-related software and communicate HR information effectively.



September 2026 - April 2027

www.maltaemployers.com

AWARD IN HUMAN RESOURCES MANAGEMENT IN PRACTICE I & II

Target Audience

Employers, Managers, HR practitioners,
Students intending to work in HR management.

Dates - Part I



1, 18, 22, 29 September | 6, 13, 20, 27
October | 3, 10, 17, 24 November |
1 December 2026.

Duration & Location

- 13 lectures, 4:00–6:00 PM
- Blended: Zoom + 2 in-person sessions

Dates - Part II

12, 19, 26 January | 2, 9, 16, 23 February |
2, 9, 16, 23, 30 March | 6 April 2026.

Duration & Location

- 13 lectures, 4:00–6:00 PM
- Blended: Zoom + 2 in-person sessions



Objective

Human Resource Management in Practice is designed for employers, managers, HR practitioners, and students seeking practical, industry-relevant HR knowledge. Delivered by seasoned experts, the course blends academic insight with real-world experience to equip participants with the core skills needed to operate effectively within any HR function.

Through interactive sessions and small-group learning, participants gain hands-on techniques in areas such as recruitment, interviewing, managing sick leave, negotiation, disciplinary processes, and more. The course also highlights the strategic role of HR within an organisation, making it valuable even for non-HR managers.

By the end of the programme, learners will understand the full spectrum of HR activities, be able to set up or strengthen an HR function, and apply key HR principles confidently within their workplace.

Fee & Funding



Full Programme (per part):

Members: **€550 per person**

Non-Members: **€750 per person**

Discount:

Booking **Parts 1 & 2: 10% discount** on the combined fee

Individual Lecture Fee:

€85 (Members)

€120 (Non-Members)

Participants may be eligible for funding through the Investing in Skills Scheme and the MySkills Scheme, both administered by Jobsplus.

AWARD IN HUMAN RESOURCES MANAGEMENT IN PRACTICE I & II

Learning Methodology

The course will consist of presentations, question and answer sessions and discussions.

Syllabus - Part I



- Setting the HR Function
- Organisation Design and Development
- Managing Diversity at the Workplace – Age, Disability, Social Issues
- HR Practice in a Unionised Environment – A Union's Perspective
- Occupational Health & Safety at the Workplace
- Managing Flexible Working Hours – Work Life Balance & Atypical Work
- Managing Sick Leave
- Recruitment and Selection
- Discipline and Dealing with Dismissals
- Fundamentals of Negotiation Skills
- Employing TCNs
- Identifying Training Needs and Manpower Planning
- Alcohol and Substance Abuse and the Workplace

Syllabus - Part II



- The HR Interface with Other Managerial Functions
- HR and Change Management
- Employer Branding and Employee Retention Strategies
- Remuneration and Performance Management
- HRM and Data Protection issues
- Making use of Jobs Plus and Employment Schemes
- HR Practice in a Unionised Environment – Employers' Perspective
- Social Media and the Workplace
- Mental Health and the Workplace
- The Social Dialogue System in Malta
- Managing Diversity at the Workplace – Multiculturalism
- HRM and Labour Market Data Analytics
- HRM and Corporate Social Responsibility

MQF Certification



All lectures are compulsory. Students will also be required to submit an assignment of 2,500 words to be eligible for MQF certification at the end of each part.

The entire course (part 1 & part 2) is equivalent to **6 ECTS**.



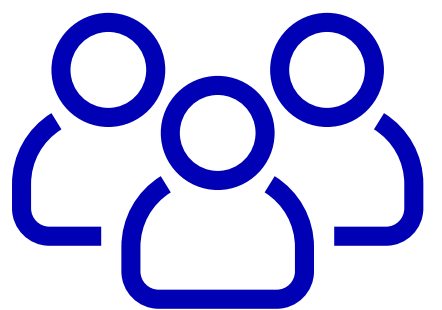
AWARD IN HUMAN RESOURCES MANAGEMENT IN PRACTICE I & II

Lecturers

- Mr. Ivan Refalo, Malta Employers President
- Dr. Anne Marie Thake, Lecturer and researcher with the Faculty of Economics, Management and Accountancy; President of Chevening Alumni Association of Malta
- Mr. Jonathan Camilleri, HR Manager, KonnektTalexio
- Ms. Stephanie Borg, Manager - HR & Training Services
- Mr. Joseph Farrugia, Malta Employers Advisor
- Ms. Josette Cutajar, HSE Coordinator, De La Rue Currency & Security Print Ltd
- Mr. Josef Bugeja, Secretary General, GWU
- Ms. Sheryl Spiteri, Prevention Professional, Sedqa, Foundation for Social Welfare Services
- Ms. Vanessa Camenzuli, Employer Branding Strategist

Accreditation & Licensure

The Malta Employers' Association is licensed as a Higher Education Institution (License No.: 2017-001) by The Malta Further and Higher Education Authority (MFHEA).



- Mr. Norman Mifsud, Chief Officer Corporate Services - Corporate Services Unit, MAPFRE MSV Life
- Ms. Stelmart Khalil, Psychotherapist and Employee Wellbeing Specialist
- Dr. Marco Fagnano, Legal Counsel & AI Regulatory Manager, Office of the Information and Data Protection Commissioner
- Ms. Marika Busuttil, Senior Executive - Employer Relations, Employers Services, JobsPlus
- Dr. Thomas Bugeja, Senior Associate within the International Practice department at Fenech & Fenech Advocates
- Prof. Sue Vella, Senior Lecturer at University of Malta
- Dr. Viviana Premazzi, Social Entrepreneur, Founder Global Mindset Development™ GMD | Socio-cultural analyst, trainer and consultant



AWARD IN HUMAN RESOURCES MANAGEMENT IN PRACTICE I & II

Entry Requirements & Digital Skills

Entry Requirements

- At least a level 4 qualification in management or a related discipline, and/or a minimum of 2 years' experience in general or HR management.

Digital Skills

- Comfortable using VLE
- Joining online sessions
- Submitting assignments

Booking T&Cs policy

Please click [here](#) to view the Malta Employers event booking terms, conditions, and cancellation policy.

Attendance is limited to 20 participants and accepted on a first-come, first-served basis.

We reserve the right to amend the programme if circumstances require.



Ivan Refalo



Ivan Refalo's business experience spans over 30 years with work experience in the Manufacturing sector, Hospitality, Aviation and Services industries, covering primarily Quality, Operations and Human Resource Management and Development. He worked in various leading companies such as Foster Clark Products, Playmobil and Palm City (Libya), Medavia and Seifert Systems. Mr. Refalo has been a speaker in various fora and panel discussions and also served on boards of both public and private entities. Ivan served as member on FHRD's board, also serving as president. Mr. Refalo has been sitting on the Council of the Malta Employers' Association (MEA) since 2016 and has been appointed as President in 2025. He is also member of the HR Committee of the Malta Chamber of Commerce, Enterprise and Industry. Mr. Refalo is a Henley MBA graduate.

Josette Cutajar



Josette Cutajar comes from a Health and Safety background, a NEBOSH Diploma graduate and NEBOSH Examiner. Her working experience spans over years in the hospitality industry and recruitment of professionals to work in the Oil and Gas industry. For the past 9 years Josette has worked as a Safety Consultant supporting a number of companies in their Health and Safety Management Systems and taught a great variety of training courses. Currently, employed as Senior HSSE officer at Oiltanking Malta, she is also a member of the IOSH -Institute of Occupational Health and MIIRSM- Member of the International Institute of Risk and Safety Management.

Dr. Anne Marie Thake



Anne Marie Thake, B.A. (Hons), (Melit.), M.Sc. (Manchester), PhD. (Bath) lectures at the University of Malta and is a specialist in human resource development and social and policy sciences. Her interests are in graduate employability, talent management, training and performance management.

Prior to reading for her PhD, Anne Marie worked with various organisations namely Deloitte, BOV plc, Alf. Mizzi & Sons (Marketing) Group and the Planning Authority, where she developed their human resource departments, drafted their plans and implemented HR practices ranging from recruitment, performance management to developing their employees.

At the start of her career, Dr. Thake worked in different ministries including the Office of the Prime Minister. She was also attached to the European Parliament - Directorate General for Research – Luxembourg related to performance management.

Dr. Thake has published papers on graduate underemployment in Malta and cultivating human resource potential. She was instrumental in drafting a HR policy and strategy plan for Malta (2004-2006) and served on the post-secondary and tertiary education Government Funding Commission.



Joseph Farrugia



Joseph Farrugia served as Director General at Malta Employers between 2001 and 2024, where he is still part of the secretariat as an Advisor. He is a visiting lecturer at the Department of Marketing at the University of Malta. Mr. Farrugia has extensive experience in marketing consultancy and human resources management. Between 2010 and 2013 he served as President of the Malta College of Arts, Science and Technology, which is the major vocational education institution in Malta. Mr. Farrugia sits on the board of directors of the JobsPlus, the Employment Relations Board and represents the Malta Employers on the Malta Council for Economic and Social Development. He also represents employers on panels of the Industrial Tribunal. He has represented Maltese employers on a number of international fora, amongst them the Board of Directors of the European Foundation for the Improvement in Living and Working Conditions, the European Social Fund, SGI Europe and the International Organisation of Employers.

Sheryl Spiteri



Sheryl Spiteri works at the Foundation for Social Welfare Services, specifically at Aġenzija Sedqa, Malta's national agency addressing drug and alcohol abuse and gambling addiction, as part of the prevention team. During her employment, she managed to continue studying for a Master's Degree in Philosophy. She took her Master's Degree as an opportunity to further her knowledge within the addiction field and managed to relate Philosophy with addiction. In fact, the title of her dissertation 'The Disease Concept of Addiction: A Philosophical Evaluation'.

Amidst her career, Sheryl presented at the ISAM Conference (2022) and served as a keynote speaker at the ECAD conference (2023). She actively participates in local and international addiction conferences, enhancing her professional development.

Josef Bugeja



Josef Bugeja has been the General Secretary of GWU since 2015, after occupying the role of Junior Secretary focusing on Government and Public Entities since 2003. In his role as Junior Secretary, Bugeja was involved in various negotiations and collective bargaining. He represented the workers' interest in front of Disciplinary Boards, as well as was responsible to train Shop Stewards and workers representatives in negotiation and representation. Mr Bugeja represents GWU in various national and international foras. Mr Bugeja has a B.A in Works and Human Resources, an International Higher Diploma in Business Management, and a Diploma in Social Policy and Labour Studies.

Jonathan Camilleri



Jonathan Camilleri is an HR professional with experience in both the maritime and HR services industries, focusing on operations and Human Resources. As the Head of Human Resources at Expedition42, he oversees the full HR lifecycle, including recruitment, training, performance management, and employee relations. Jonathan's genuine enthusiasm is fueled by a strong belief in the power of ongoing improvement and collaborative efforts. His passion is dedicated to enhancing recruitment processes and crafting and implementing HR strategies that create environments where individuals thrive and teams flourish.



Norman Mifsud



Norman Mifsud is the Chief Officer responsible for Corporate Services at Malta's leading life insurance company, MAPFRE MSV Life plc and at MAPFRE Middlesea Insurance plc. He has a masters' degree in Management from Anglia Polytechnic University in Cambridge, UK. Norman has served on various boards, management committees, advisory panels and also lectures on Financial and HR Management topics.

He has over thirty-nine years of work experience in Human Resources, Financial Management, Strategic Management, Procurement, Brand Management and other business related areas. Prior to joining MAPFRE Malta Group, he occupied a number of senior positions in private and public entities within the ICT, Manufacturing and Insurance sectors.

Prof. Sue Vella



Prof. Sue Vella is a Senior Lecturer at University focusing on Research. She has been the COO/CEO of Malta Enterprise for 3 years and the CEO of JobsPlus (formerly Employment and Training Corporation) for 4 years. Dr Vella holds a PhD in Philosophy and Social Policy.

Ms. Vanessa Camenzuli



Vanessa Camenzuli is an employer brand and communications strategist with over 15 years of experience across talent management, communications, and branding.

She works with senior leaders, HR and marketing teams to strengthen how organisations attract, engage, and retain talent by aligning their employer promise with the everyday employee experience. Her approach combines design thinking, talent management and leadership, as well as experience design and communication practices for long-term results.

Vanessa's work spans employer brand development, recruitment marketing, employee engagement, leadership communication, and internal communications planning. She has advised and facilitated high-impact workshops for organisations in Malta and internationally, including GasanMamo Insurance, RSM Malta, Melita, Nium, Evolution Gaming, Strawberry Hotels, the National Skills Council, and the Office of the Prime Minister.

She is the creator of Malta's first accredited programme in Employer Branding and Communications and is a regular speaker on the link between HR, marketing, and culture.

Vanessa holds a master's degree in business & organisational psychology and is an ICF-trained business coach.



Dr. Thomas Bugeja



Dr. Thomas Bugeja is an Associate working at Fenech & Fenech Advocates for the past 4 years. He mainly specialises in Employment, IT law and Data Protection as well as general commercial and consumer law. Thomas takes a particular interest in the interplay between technology and employment law, and how technological advances are leading to changes in the employment sector. Dr. Bugeja obtained his Doctor of Laws (LL.D) in 2014 after having submitted his thesis on the social media implications in the employment field.

Dr. Viviana Premazzi



Dr. Viviana Premazzi is an expert in international mobility, diversity and inclusion, as well as intercultural communication. She read a Ph.D in Sociology of Migration. Dr. Premazzi has worked for corporations and NGOs in Europe, North America and the Middle East, and as a consultant for the EU, the World Bank, the Migration Policy Institute (MPI), the Robert Kennedy Foundation (RFK), the International Organisation on Migration (IOM) and the United Nations Interregional Crime and Justice Research Institute (UNICRI). Dr. Premazzi travelled to more than 50 countries and lived in Italy, Malta, Portugal, The Netherlands, USA, Canada and Brazil. In 2017 she moved to Malta, and started her own business called GMD (Global Mindset Development) Malta to offer consultancy services and training, to help businesses to promote diversity and develop a global mindset through cross-cultural understanding. Viviana strongly believes in the power of Edutainment (Entertainment Education) and learning by doing. Her aim is to bridge research with practice and fieldwork.

Stephanie Borg



Stephanie Borg is a highly experienced Human Resources professional with over 18 years of expertise across multiple sectors, including pharmaceuticals, hospitality, manufacturing, and financial services.

Her career has been defined by a commitment to aligning HR strategy with business goals while fostering a culture of engagement, development, and operational excellence. In her most recent role within the pharmaceutical industry, Stephanie acted as a Business Partner to several divisions, with a strategic focus on organizational development, employee relations, and talent management. She partnered closely with leadership to implement forward-thinking HR solutions, support workforce planning, and drive initiatives in areas such as succession planning, restructuring, and performance management.

Previously, Stephanie held HR leadership positions in the hospitality and manufacturing sectors, where she played a key role in recruitment strategy, employee engagement, and compliance with employment legislation. Her early career in the financial services industry provided a strong foundation in HR operations, payroll, and training management.

Throughout her career, Stephanie has successfully managed a wide range of HR projects, each contributing to her deep understanding of organizational dynamics and the importance of adaptable, people-centred solutions. Her ability to navigate challenges and deliver results has made her a trusted advisor to senior management and a valued partner across all levels of the organization.

Stephanie holds a qualification in Human Resources Management from the University of Leicester and an MQF Level 7 Award in Coaching and Mentoring. She is also trained in leadership, employment law, and training design. With a strong work ethic, excellent interpersonal skills, and a passion for continuous improvement, Stephanie is well-positioned to contribute meaningfully to any organization seeking to elevate its HR function.



Dr. Marco Fagnano



Dr Marco Fagnano is a warranted lawyer in Malta with the Information and Data Protection Commissioner (IDPC) responsible for EU and domestic affairs concerning Technology and AI, and investigating data protection complaints and infringements ex officio. Prior to admission to the law course, Dr Fagnano's studies were centred on computing & business at the University of Malta's ICT Faculty on software development, and AI solutions as his area of interest. Following the law course, Dr Fagnano furthered his studies obtaining a Master of Laws (LLM) in Information Technology Law with the University of Edinburgh Law School, with special focus on EU Data Protection Law.

Ms. Stelmart Khalil



Stelmart Khalil is a Gestalt Psychotherapist with over 17 years of experience in the mental health field. With a strong focus on organisational well-being, she has played a key role in developing employee support and wellbeing services within the Public Service for several years. Stelmart also collaborates with various private organisations and NGOs, delivering training and consultancy on workplace wellbeing. She holds a B.Sc. (Hons) in Occupational Therapy, an M.Sc. in Workplace Health and Wellbeing from the University of Nottingham, and a Master's degree in Gestalt Psychotherapy.

Mr. Ayrton Hayman



Ayrton Hayman works within the Policy and Strategy Department at Identità, following several years of operational experience within the Agency's Expatriates Unit. His professional background includes labour migration administration, policy development, process standardisation, operational improvement, stakeholder coordination and the preparation of internal policies and standard operating procedures.

He holds a Bachelor's degree in Management and has developed extensive practical knowledge of Malta's employment-related residence framework, particularly in relation to third-country nationals and employer responsibilities. Through his work, he seeks to bridge operational experience with effective policymaking, ensuring that procedures are clear, consistent and responsive to the needs of both public administration and its stakeholders.

