

# HUMAN RESOURCE MANAGEMENT OFFICE

## IPAS TRAINING REPORT

ON TARGET SETTING AND EVALUATION FOR  
CIVIL SERVANTS IN GRADES 1 – 10

AT DISTRICT LEVEL IN THE NORTHERN REGION



28<sup>TH</sup> JULY-

7<sup>TH</sup> AUGUST, 2020



MINISTERIAL BUILDING, GEORGE STREET, FREETOWN

**SUPPORT TO THE GOVERNANCE SECTOR IN SIERRA LEONE**



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## TABLE OF CONTENT

1. Introduction.....	1
2. Training/ coaching objectives.....	1
3. Expected training outcomes.....	2
4. Official opening ceremony.....	3 - 9
5. Conduct of the training.....	10
6. Coverage.....	11
7. Major issues/ concerns.....	11
12	
8. Key recommendations.....	12 - 13
9. Training closing ceremonies.....	13
10. Next steps.....	14
11. Annexes.....	15 – 20
A. Table showing beneficiaries by MDA	
B. Pie chart showing gender representation	
C. Bar chart showing grade representation	
D. Pictorial Evidences of the training	

## **INTRODUCTION**

A two- day training/coaching programme on Individual Performance Appraisal System (IPAS) for Civil Servants in the Northern Region was held in each of the district headquarter towns of Kambia, Magburaka and Makeni from 28<sup>th</sup> July to 7<sup>th</sup> August, 2020.

The training which was organized by the Performance Management Directorate, Human Resource Management Office through support from the Government of Sierra Leone and the European Union brought together a total of 84 participants that comprises senior, intermediate and junior level Civil Servants (Grades 1-10) at district level across Ministries, Departments and Agencies (MDA) in the Northern Region.

As you are aware, Target setting and conducting performance appraisal are key activities in the Individual Performance Appraisal System (IPAS) that require continuous training/coaching with the focus of improving the performance of civil servants for better results.

## **TRAINING/COACHING OBJECTIVES**

The objective of the training was to bring together senior, middle and junior level civil servants in MDAs across the three districts to acquire knowledge and skills in setting performance targets, monitoring implementation and conducting Individual Performance Appraisal System (IPAS) and to further examine in detail the implications of IPAS in promoting accountability system in the Civil Service.

### **THE SPECIFIC OBJECTIVES WERE:**

- To train senior, intermediate and junior level Civil Servants on how individual performance targets are derived from the Ministerial /departmental targets.
- To acquire knowledge on how individual Civil Servants' performance indicators are established
- To gain information on how achievements of performance target(s) are monitored
- To understand how to conduct appraisals
- To understand the implications of IPAS on the accountability system within MDAs and roles and responsibilities of different actors.

### **EXPECTED TRAINING OUTCOMES**

At the end of the training, participants were expected to:

- have a good understanding of how individual performance targets or key result area are set; how they are monitored and evaluated,
- Understand the implications of IPAS on the accountability system within MDAs and the role and responsibilities of different actors.
- effects of good performance and bad performance

At the end of the training, the evaluation indicated that the training objectives were realized and participants' expectations were fully achieved.

## OFFICIAL OPENING CEREMONIES

The official opening ceremonies were held at the district head quarter towns of Kabala, Magburaka and Makeni respectively. The ceremonies were called to order at 9:30 am, by the Senior Monitoring and Evaluation Officer, Human Resource Management Office, Mr. Moses Kabia and followed by Muslim and Christian prayers across the three districts. The Senior M&E Officer welcomed participants and key stakeholders present at the opening ceremonies. This was followed by introduction of the chairmen across the three districts. The ceremony at Kabala was chaired by the District Officer, Mr. Idrissa Kamara, Magburaka was chaired by the Assistant District Officer, Mr. Alhaji Kamara and Makeni by the Senior District Officer, Mr. Abu Bakarr Kamara

## OPENING REMARKS BY CHAIRMEN



### **The Chairmen of Tonkolili and Bombali Districts respectively making statements**

The Chairmen in the respective districts welcomed members and participants to the two- day training programme on the Individual Performance Appraisal System (IPAS). The Chairmen with the exception of Kabala specifically welcomed the Director General, Human Resource Management Office, Mr. Ans

S. Tucker and his team for the opportunity given to them to meet with him despite his busy schedule. The Chairmen admonished their colleague Civil Servants to make good use of the opportunity and ask as many questions as possible for the attention of the Chief Environmental Manager of the Sierra Leone Civil Service.

They also told the Director General and team that the training was timely and a historic event for their districts. They further lauded the efforts of the Government of Sierra Leone and the European Union in ensuring that Civil Servants at district level benefit from IPAS training with a view to providing effective and efficient services for the citizens of the country.

They encouraged participants to take full advantage of the two-day training workshop for their individual advancement as well as their MDAs.

#### **STATEMENT FROM THE DIRECTOR OF PERFORMANCE MANAGEMENT**



**The Director of Performance Management Directorate –Mr Usman Conteh Making Statement**

The Director of Performance Management thanked the Director General for sparing his busy official schedule to witness the training at district level. He also welcomed participants to the two-day training session. He said one of the reform areas in the civil service was Performance Management which has been introduced to replace the Annual Confidential Report. The Director told participants that Performance Management is a modern management tool that has been introduced in the Sierra Leone Civil Service.

Giving the background to Performance Management, he reported that former President, Dr. Ernest Bai Koroma, introduced the system of Performance Contracts with his Ministers in 2008. He maintained that responsibility for the achievement of these targets therefore depended on the performance of staff at various levels within the MDAs.

In October 2011, the Performance Management Directorate was established at HRMO to lead the Performance Management System in the civil service. Since that time, PMD has among many others developed the tools, validated and approved by the Civil Service Steering Committee. These tools have replaced the Annual Confidential Report which is no longer responsive to modern day management as it reported more of the individual behavior and traits rather than work done.

He noted that over the years, IPAS focused on Civil Servants in Grades 7 to 10, because they are at supervisory level who should understand the process better. In 2019, HRMO cascaded IPAS to Civil Servants in Grades 1 to 6 with a view to developing their knowledge and skills on IPAS. He said the training was just one among many that will be conducted in order to build the capacity of Civil Servants on IPAS. He admonished participants to take the training seriously for their own betterment in the civil service. He thanked participants especially those from Falaba who braved the difficult roads to witness the training.

## STATEMENT FROM THE DIRECTOR GENERAL OF THE HUMAN RESOURCE MANAGEMENT OFFICE



### **The Director General, HRMO-Mr Ansu S. Tucker Making Statement**

The Director General in all his statements with the exception of Koinadugu District referred to the gathering as an epoch-making event as this was the first time that the Director General was coming down to the district to meet with Civil Servants in order to get first-hand information from them and at the same time explain to them the reforms that the Civil Service had implemented, those that were in the pipeline for implementation and new government policies and programmes. He also reminded them about their primary role as Civil Servants that they were there to translate government policies and programmes into reality.

The Director General (DG) briefly told them about the transformation of the Establishment Secretaries Office to the Human Resource Management Office which saw the creation of seven directorates that carried out the day-to-day running of the office being supervised by the Director General. He maintained that HRMO now focuses on the needs of the employees and the organization.

He said, as Director General of HRMO, he was for the entire Civil Service. DG informed them that governance has changed overtime. He said modern governance is people centred and he as head cannot just sit in Freetown without knowing how Civil Servants in the regions were coping. That was why when he took over as DG in 2018, he visited all the regional head quarter towns of Makeni, Port Loko, Bo and Kenema where he held a fruitful meetings with Civil Servants at regional level. The visit at district level was just one among many other visits he shall be doing. He welcomed and thanked them for the support they had given to him since he assumed office as DG and also made it a point of duty to attend the two – day training on IPAS.

Speaking on the Civil Service Reform Programmes, Director General also told them about the Pay and Performance Project (PPP) which was funded by the World Bank and Government of Sierra Leone. He said the PPP had three components; the Pay Reform, Recruitment of the middle level and Performance Management. The Director General told participants that tremendous job had been done by Implementing Agencies in all the three components. For example, under the Pay Reform Component, he said they had completed the Job evaluation and labour market survey, the report of the survey had been submitted for further action. The report had been deliberated on in a retreat; a consultant hired for the setting up of a Wages and Compensation Commission that will be responsible for the harmonization of salaries across the Public Service.

Also, the replacement of Annual Confidential Report with Performance Management System into the Civil Service as a management tool that looks at the performance of individual Civil Servants based on set goals or agreed targets has been another major reform in the Civil Service as personnel from Grades 1 to 10 were going to be accountable for what they do.

The Director General also told them about several trainings conducted over the years on Human Resource issues through EU Support to HRMO of which some of them benefited. He touched on the

resuscitation of the Civil Service Training College that provides short term tailor-made training courses for Civil Servants across MDAs. He also informed them that another EU Support to HRMO and Public Service Commission had been granted that has a lot of components that they stand to benefit from.

The Director General spoke about plans underway to give functional titles to lower cadre personnel. He said this will give them an opportunity to progress in their jobs. For instance, a clerk that has a qualification in accounting or has an experience in accounting can be called an Accounts Clerk or Account Assistant as the case may be.

He told them that as Civil Servants, the Civil Service Code, Regulations and Rules should be their reference document as everything pertaining to rules and regulations of civil servants were contained in it. He said based on the dynamics of the service the Civil Service Code, Regulations and Rules was going to be reviewed under the EU support to HRMO. On that note, he admonished them to take a look at it and proffer recommendations that will be in the interest of all when that time comes.

Speaking on conducting of IPAS across MDAs, DG told participants that since 2012 to date HRMO through Performance Management Directorate had done a lot in ensuring that we institutionalize Performance Management culture. HRMO/PMD had prepared the tools, set up the structures across MDAs, conducted several trainings, facilitated performance target setting and conducting appraisals for officers in Grades 7 to 10 across MDAs, developed Performance Management Policy, conducted quarterly monitoring of IPAS across MDAs among many others. Moreover, Civil Servants in Grades 1 to 6 were put on appraisal in 2019; the need for training/capacity building on the IPAS document was paramount for the institutionalization of IPAS in the Civil Service. He further told them that the outcome of IPAS will inform a lot of decisions that border on promotion, training, transfer, redesignation, separation and above all improvement in service delivery. He admonished them to make good use of the opportunity given to them and serve as training of trainers for their colleagues

who have not benefitted from the IPAS training. After making those statements, he formally declared the two- day training session open.

#### **STATEMENT FROM THE EUROPEAN UNION PROJECT COORDINATOR**



#### **Project Coordinator for the EU Support to HRMO and Public Service Commission, Mr. Kelvin Kelle Making Statement**

The Project Coordinator for the EU Support to HRMO and Public Service Commission, Mr. Kelvin Kelle expressed thanks and appreciation to DG and team for a job well done despite the challenges. He told the gathering that the Director General had said it all and that the EU was here to support HRMO and PSC in the reform process. He thanked and welcomed all participants to the training and admonished them to make better use of the opportunity accorded them and to cascade the training to other colleagues.

#### **CLOSING REMARKS**

The chairmen again admonished participants to make good use of the opportunity given to them because of the presence of the Director General and also take the training with all seriousness as they stand to benefit from the reforms that are going on in the civil service. The Chairmen wished the participants and the Director General and team a fruitful two- day training. Finally, they expressed hope that the meetings and trainings of such nature would continue.

### **CONDUCT OF THE TRAINING**

**Duration:** The training lasted for two days each in the district headquarter towns of Kabala from 28<sup>th</sup> to 29<sup>th</sup> July, 2020, Magburaka from 3<sup>rd</sup> to 4<sup>th</sup> August, 2020 and Makeni from 6<sup>th</sup> to 7<sup>th</sup> August, 2020.

**Attendance:** Excellent as all the participants attended and stayed for all the sessions.

A total of 84 participants were trained at district level. Participants were drawn from all MDAs present within the respective district across the Northern region. A total of Civil Servants that benefited per MDA across the Northern Region are as follows: Ministry of Health and Sanitation (MOHS) – 19, Ministry of Agriculture and Forestry (MAF)-18 and Ministry of Local Government & Rural Development (MLGRD)– 18, Ministry of Basic and Senior Secondary School Education (MBSSE), Ministry of Social Welfare (MSW)-4 and National Fire Force ( NFF)– 1, Ministry of Water Resources (MWR)-3 and Ministry of Lands, Housing and Country Planning (MOL)– 3 , Ministry of Public and Political Affairs (MPPA) – 2 and Ministry of Labour and Social Security (MLSS) – 1.

- **Gender:** In terms of gender representation out of a total of 84 participants, 59 participants were male which represents 70% and 25 participants were female which represents 30%.
- **Grade:** Out of a total of 84 participants, 47 participants were Grades 1 to 6 which represents 56% and 37 participants were Grades 7 to 10 which represents 44 %
- **Participation:** Very active and generated lively contributions ending with consensus and recommendations.
- **Interest:** Participants showed keen interest in all of the sessions including practical exercises. The participants were curious to know critical issues that affected them in the service and the response received from the facilitators.

**COVERAGE:**

The two-day training presented and discussed in details on the following subject matters as listed below:

- Key principles, rationale and progress made in performance management in Sierra Leone
- Meaning of Performance Management System (PMS) and what it seeks to achieve
- Institutional framework for PMS implementation including clarity of roles and responsibilities of actors
- Setting of individual performance targets
- Filling of the IPAS Forms A and B
- How to conduct an appraisal interview
- Group/ individual exercises and presentations

**MAJOR ISSUES/CONCERNS ACROSS THE DISTRICTS:**

Several issues/concerns were raised by the participants during the two- day IPAS training which are but not limited to the following: -

- The timely availability of resources for programme implementation;
- Shortage of required manpower to do the job across key MDAs in the districts
- Absence of reward to deserving Civil Servants
- Absence of equity- fairness, transparency and accountability
- More training/practical exercise in goals /targets setting
- Lack of promotion for good number of staff that have stayed in one position for more than 10 years. This is more prevalent among the professional staff

- Frequent and unplanned transfers of staff for some MDAs without recourse to the Civil Service Codes, Regulations and Rules
- Retirement letters not issued to some retirees in time
- Process to get end-of-service benefit too long that some retirees die without getting it
- Lack of training in IPAS
- Some staff that have capacitated themselves over the years have not being upgraded
- Lack of mobility across MDAs in the regions

However, the Director General HRMO responded to all of the concerns and issues raised and promised them that those that require his immediate intervention will be addressed as soon as he gets back to Freetown and those that are systemic he promised to engage the relevant stakeholders and see how it can be addressed.

### **KEY RECOMMENDATIONS**

At the end of the training in the three districts, participants made the following recommendations:

- Duration of the training was short and should be increased in future
- HRMO to also make follow-ups on this training to make sure those who have benefited implement it in their respective MDAs
- Adequate and timely provision of funding to MDAs for implementation of programmes so as to enable them achieve their set targets;
- That targets should be set on available resources;
- That the reward issue should be treated with the seriousness it deserves;
- Leadership of the Civil Service to make periodic visits to the Provinces to have first-hand experience of working conditions
- HRMO to source funding for training of this nature so that the momentum will not die down like previous trainings conducted by other institutions.

- Condition of service for Civil Servants to be improved in order for IPAS to succeed

## **CLOSING CEREMONIES**

At the end of the two days training in each of the districts, a closing ceremony was done where by a participant was nominated to give the vote of thanks after Director, Performance Management's closing statements. The Director of Performance Management thanked the participants for attending the training and admonished them to share the knowledge and skills gained with their colleagues in their respective MDAs. He further advised them to take performance management as an important managerial tool that will transform their status in the civil service.

In their vote of thanks speeches, participants commended HRMO for such an opportunity given to them. They said IPAS was and is still a new concept and observed that the two- day training was not enough for participants to grasp the full concept. On that note, all pleaded with HRMO to make sure that the training was replicated to the rest of their staffs in their respective districts. They therefore cautioned colleague civil servants to be agents of change in their respective institutions as it was no more going to be business as usual. They commended their colleagues for their full cooperation during the training and encouraged them to cascade the training to their staff when they return. They finally thanked DG/HRMO and team for their efforts in pushing forward the Civil Service reforms.

## **NEXT STEPS**

1. Training in the remaining 3 regions and Western Area
2. Nationwide Monitoring of IPAS implementation
3. Facilitation of 2020 Annual IPAS review across MDAs

Submitted by:

Usman C. Conteh

Performance Management Directorate

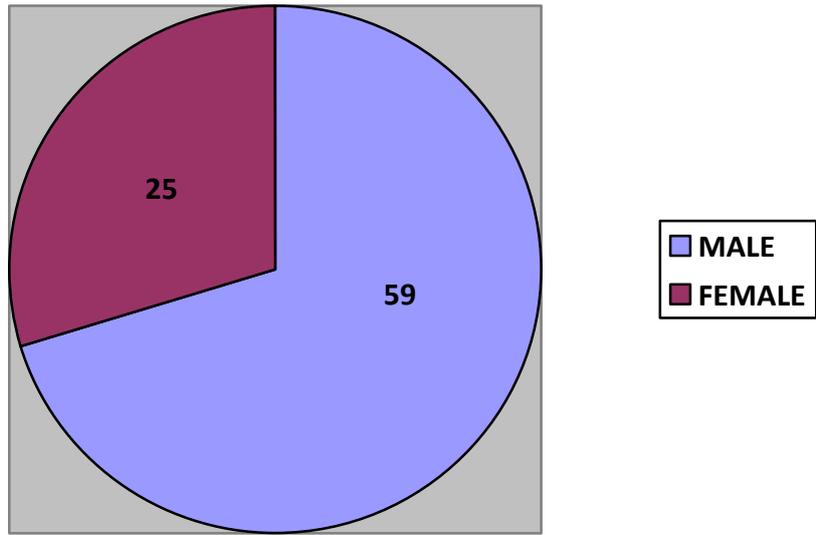
7<sup>th</sup> September, 2020

**ANNEXES**

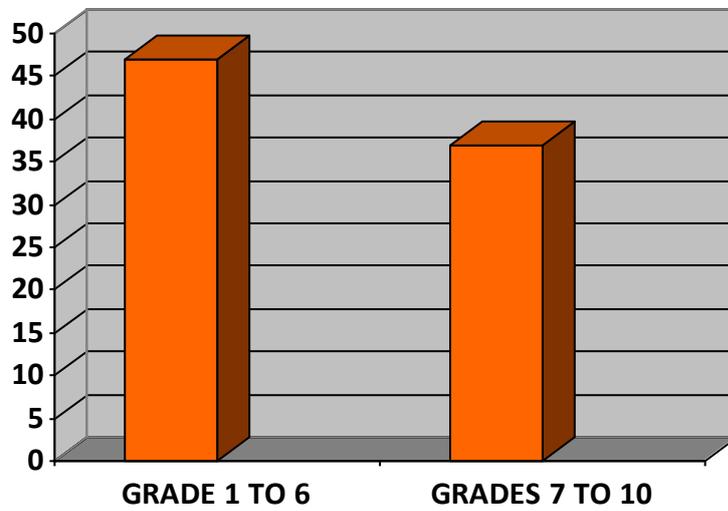
**A. TABLE SHOWING REPRESENTATION BY MDA**

<b>MDA</b>	<b>TOTAL NUMBER OF PARTICPANTS</b>
MOHS	19
MAF & MLGRD	18 Each
MBSSE, MSW &NFF	4 Each
MWR & MOL	3 Each
MPPA	2
MLSS	1
<b>GRAND TOTAL</b>	<b>84</b>

**B. PIE CHART SHOWING REPRESENTATION BY GENDER**



C. BAR CHART SHOWING GRADE REPRESENTATION



D. PICTORIAL EVIDENCES



Participant receiving certificate in Tonkolil Dist.



Participant receiving Certificate in Koinadugu District



The DG-HRMO Giving Interview with SLBC



The Director –Performance Management giving lectures on IPAS



Participants receiving lectures on IPAS Koinadugu District



DG-HRMO Responding to questions in  
Tonkolili



Participants taking tea break



Participants group in Bombali District



Participants group photo Tonkolili District



Participants group photo in Koinadugu District