

HUMAN RESOURCE MANAGEMENT OFFICE

IPAS TRAINING REPORT

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

AT DISTRICT LEVEL IN THE NORTH-WEST REGION



MINISTERIAL BUILDING, GEORGE STREET, FREETOWN

SUPPORT TO THE GOVERNANCE SECTOR IN SIERRA LEONE



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INTRODUCTION

A two- day training/coaching programme on Individual Performance Appraisal System (IPAS) for Civil Servants in the North-Western Region was held in each of the district headquarter towns of Kamakwie, Kambia and Port Loko from 7th - 15th December, 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 comprised senior, intermediate and junior level Civil Servants (Grades 1-10) at district level across Ministries, Departments and Agencies (MDA) in the North-Western 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 in public service delivery 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 Kamakwie, Kambia and Port Loko 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 Kamakwie was chaired by the District Officer, Mr. Abdulai Alex Kargbo, Kambia was chaired by the District Officer, Mr. Foday Yusuf Kamara, and Port Loko by the Assistant District Officer at the Senior District Officer's Office, Mr. Abdulai Koroma.

OPENING REMARKS BY CHAIRMEN



The Chairmen of Kamakwie, Kambia and Port Loko 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 thanked the European Union, Director General, Human Resource Management Office, Mr. Ansu 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 one 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 since this is the first in the history of the Civil Service that such training is been conducted at district level.

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 started his statement by thanking the Director General and the European Union for making the training possible at district level. He also welcomed participants to the two- day training session. He said he was heartened to address participants to the training on IPAS for the next two days. He said one of the reform areas in the Sierra Leone civil service was Performance Management/IPAS which has been introduced to replace the Annual Confidential Report

for the past eight years. 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 in October 2011, the Performance Management Directorate was established at HRMO to lead on Performance Management System in the civil service. Since that time, Performance Management Directorate 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 focuses more on the individual behaviour and traits rather than result achieved.

He noted that over the years, HRMO focused IPAS training 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 who braved the difficult roads to witness the training.

The Director, Performance Management Directorate, however, expressed dissatisfaction over the late attendance of participants to the training in the first day in all the three districts and admonished them to take their jobs very seriously as they are the implementers of Government policies

STATEMENT FROM THE EUROPEAN UNION PROJECT COORDINATOR



The EU Project Coordinator, Mr Kelvin Kelie Making Statement

The EU Project Coordinator started by thanking the Chairmen of the programme. He said he was so impressed to see participants so enthusiastic to participate in the training process. He thanked the Director General-HRMO and his Team for putting their hands on their shoulders under rain or shine to see that there is improvement in public service delivery in the wider Civil Service. He said the introduction of IPAS will enable supervisors and supervisees to now have time to dialogue and key result areas of MDAs in order to achieve the overall organizational goal. He furthered that the EU is fully committed to the Civil Service reform process and as a result had contributed about two million euro to the process.

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 his statements expressed gratitude for being part of the training of Civil Servants on IPAS. He said IPAS has come to replace the Annual Confidential Report which for all intent and purposes is so obsolete and was not responsive to modern management techniques so as part of the reform of the Civil Services it was replaced by the IPAS which he said was more responsive, objective and more attuned to modern day management. He furthered that introducing Performance Management System into the Civil Service as a management tool that looks at the performance of individual Civil Servants based on the overall organizational set goals, the national strategy agenda or agreed targets has been another major reform in the Civil Service as personnel were going to be accountable for what they do.

The Director General also told participants that EU is a very key development partner to the government of Sierra Leone. He said EU has supported the Government in a lot of areas such as agriculture, governance etc. And of course the particular activity participants were gathered for is part

of the governance sector. The governance sector has the following: support Parliamentary reform, the electoral process, national registration and Civil Service Reform and under the Civil Service Reform we have the Human Resource Management Office and the Public Service Commission to implement key reforms that are going to change the face of the Civil Service

He said there are a lot of reforms that are taking root currently and that these reforms can only produce the desired result when Civil Servants are involved and understand the process.

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.

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 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.

The Director General, also express dissatisfaction over the late attendance of some participants and admonished them not to repeat such attitudes as they are not in turned with government priorities.

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 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 Kamakwie from 7th to 8th December, 2020, Kambia from 10th to 11th December, 2020 and Port Loko from 14th to 15th December, 2020.

Attendance: Excellent as all the participants attended and stayed for all the sessions although most of them came late in the first days.

A total of **84** participants were trained at district level. Participants were drawn from all MDAs present within the respective district across the Eastern region. A total of Civil Servants that benefited per MDA across the North-Western Region are as follows: Ministry of Health and Sanitation (MOHS) – 28, Ministry of Agriculture and Forestry (MAF)-17 and Ministry of Local Government & Rural Development(MLGRD)–13 , Ministry of Basic and Senior Secondary School Education (MBSSE)-6, Ministry of Social Welfare (MSW)-8, Ministry of Youth Affairs- 4 , Ministry of Water Resources(MWR)-1 and Ministry of Lands, Housing and Country Planning (MOL)–1 , Ministry of Trade and Industry 2, Ministry of Technical and Higher Education 1, and Ministry of Labour and Social Security (MLSS) –1, National Fire Force 2.

- **Gender:** In terms of gender representation out of a total of 84 participants, 63 participants were male which represents 75% and 21 participants were female which represents 25%.

- **Grade:** Out of a total of 84 participants, 43 participants were Grades 1 to 6 which represents 51% and 41 participants were Grades 7 to 10 which represents 49 %
- **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
- Individual exercises and presentations

MAJOR ISSUES/CONCERNS ACROSS THE THREE DISTRICTS:

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

- The lack of knowledge of Human Resource Officers on IPAS
- The lack of IPAS knowledge by supervisors

- Lack of willingness by supervisors to conduct midyear and annual reviews due to limited knowledge
- The ineffectiveness of the Ministerial Performance Appraisal Committee (MPAC)
- The absent of the Human Resource Officers at District level
- The unavailability of accommodation/quarters for staff at district level
- Late procurement of office materials for staff operations
- Staff not accessing relocation allowances
- The problem of staff who are due retirement not been notified earlier enough
- The training to target Directors and Permanent Secretaries
- 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
- 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 and the Performance Management Team responded to all of the concerns and issues raised and promised them that those that require their immediate intervention will be addressed as soon as they gets back to Freetown and those that are systemic they promised to engage the relevant stakeholders and see how they can be addressed.

KEY RECOMMENDATIONS

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

- HRMO to carryout refresher trainings on IPAS
- HRMO to train Human Resource Officers, supervisors, Directors and Permanent Secretaries on IPAS
- HRMO to recruit Human Resource Officers and deploy them at district level
- 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 encouraged 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 management tool that will transform their status in the civil service.

In their vote of thanks speeches, participants commended HRMO with special reference to the Director General and Team 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 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

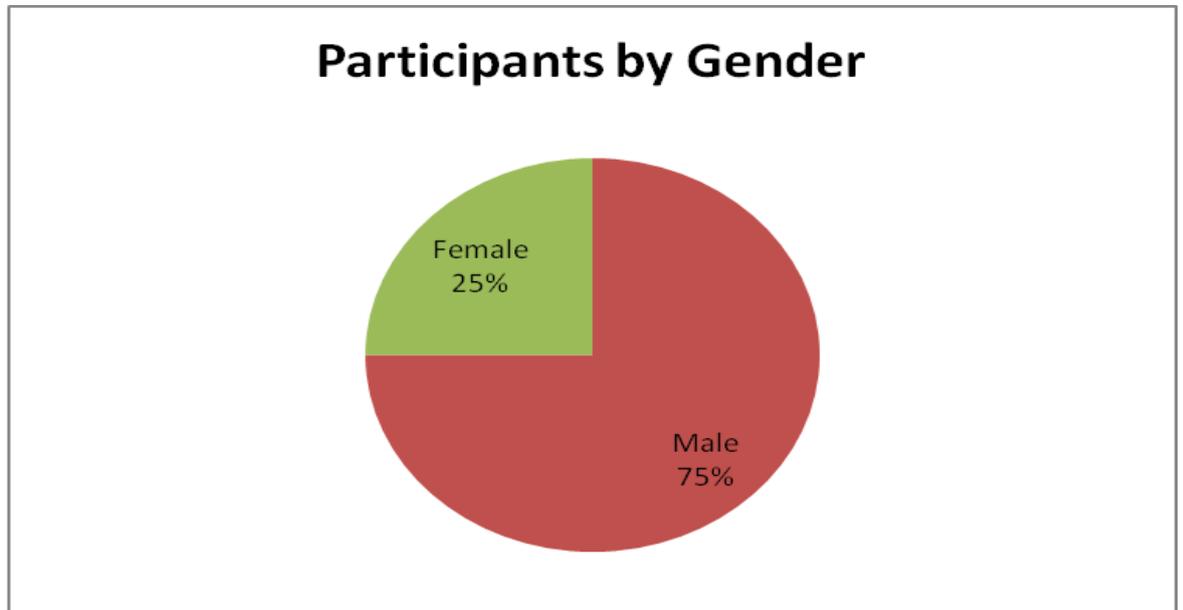
21st December, 2020

ANNEXES

A. TABLE SHOWING REPRESENTATION BY MDA

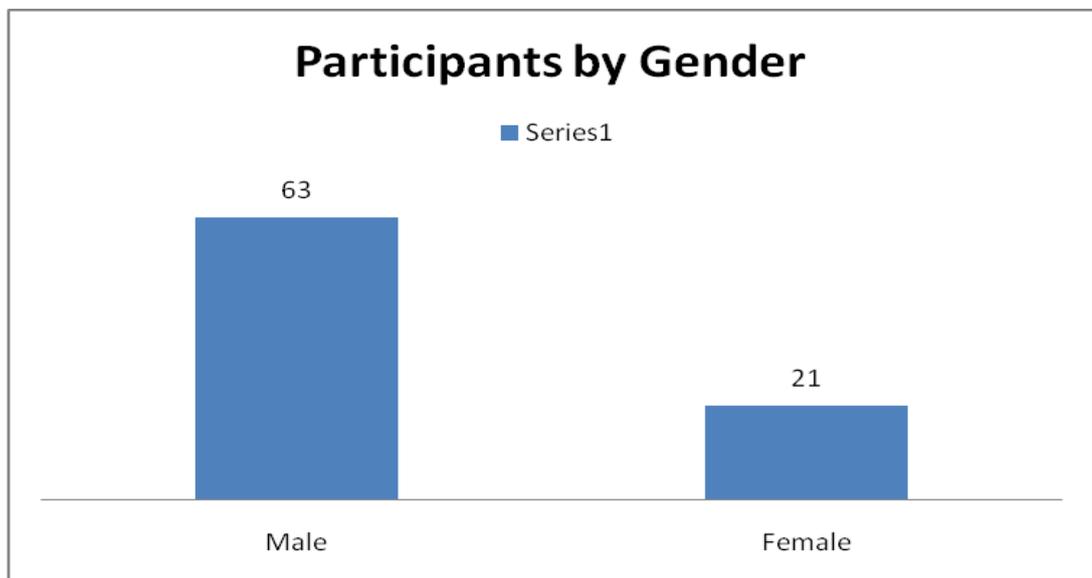
| MDA | TOTAL NUMBER OF PARTICPANTS |
|--------------------|------------------------------------|
| MOHS | 28 |
| MAF | 17 |
| MLGRD | 13 |
| MBSSE | 6 |
| MSW | 8 |
| NFF | 2 |
| MTI | 2 |
| MOL | 1 |
| MOYA | 4 |
| MTHE | 1 |
| MLSS | 1 |
| MWR | 1 |
| GRAND TOTAL | 84 |

B. PIE CHART SHOWING REPRESENTATION BY GENDER



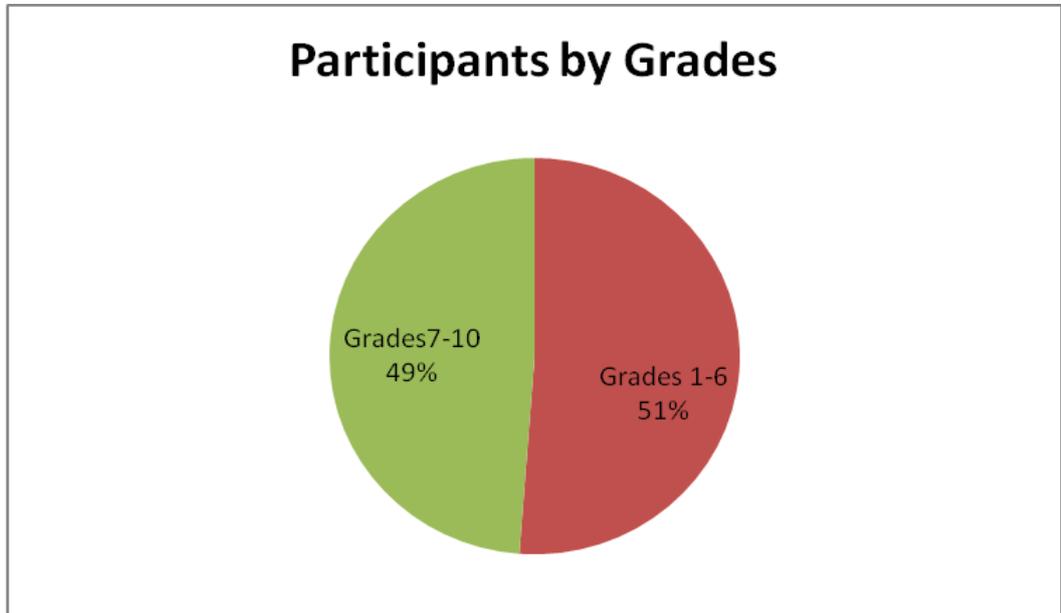
From the pie chart above, it is aboved that majority of the participants (75%) were male and female participants form only 25% of the total participants.

C. BAR CHART SHOWING PARTICIPANTS BY GENDER



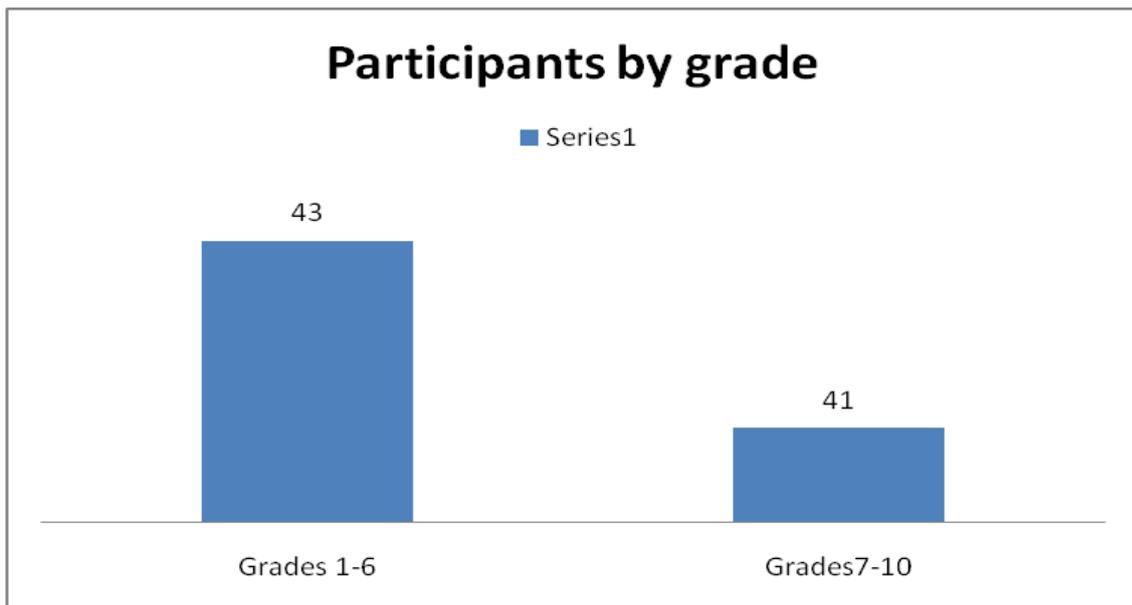
From the bar chart, it is clear that majority of the participants were males

D. PIE CHART SHOWING REPRESENTATION BY GRDAE



From the pie chart above, it is observe that majpority (51%) of the participants are from grades 1-6 and those in grades 7-10 made up 49% of the total participants.

E. BAR CHART SHOWING PARTICIPANTS BY GENDER



From the chart above, it is clear that majority of the participants are in grades 1-6

F. PICTORIAL EVIDENCES



Group photo after the Opening ceremony in Kamakwie-Karene District



The Director- Performance Management presenting on the Institutional Arrangement of IPAS in the Sierra Leone Civil Service



The Deputy Secretary – Mr Swaray Junisa Presenting on what is Performance Management



The Deputy Secretary- Mr Swaray Junisa presenting on Target Setting



Participants doing individual exercise on target setting base on their job schedules



Participants receiving certificates after a two day intensive training on target setting



Group photo after the certification ceremony in Kamakwie-Karene District



Opening ceremony at the Kambia Resort Centre in Kambia Town



Group photo after the Opening Ceremony at the Kambia Resort Centre in Kambia District



Director – Performance Management presenting on the Justification of IPAS in the Sierra Leone Civil Service



The Deputy Secretary- Mr Swaray Junisa presenting on what is performance management



Participants receiving certificates after a two day intensive training on IPAS



Group photo after the Certification Ceremony at the Kambia Resort Centre in Kambia District



The opening ceremony at the MBSS Hall in Port Loko District



Group photo after the opening ceremony on IPAS training in Port Loko District



The Director – Performance Management Presenting on the Justification of IPAS in the Civil Service



Group photo after the Certification ceremony at the MBSS Hall in Port Loko District