

HUMAN RESOURCE MANAGEMENT OFFICE

MANAGEMENT SERVICES

DIRECTORATE

ANNUAL
REPORT.–
JAN - DEC.
2020



STAFF OF THE DIRECTORATE- LEFT TO REIGHT:

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EXECUTIVE SUMMARY

This report presents the achievements this directorate has made during the past year. The Directorate of Management Services is one of the directorates in the Human Resource Management Office mandated to ensuring organizational efficiency, improved structures, systems and processes in the Civil Service.

In fulfillment of its mandate, the directorate of Management Services in the past one year collaborated with the Public Sector Reform Unit (PSRU) to conduct and facilitate the implementation of six (6) Management and Functional Reviews.

To ensure efficient organizational structure, the directorate revised the organizational structure of seven (7) Ministries, Departments and Agencies (MDAs). These revised organizational structures were approved by the Civil Service Steering and Re-grading Committee, which is the body responsible for reviewing salary grades and the creation of new posts in the Civil Service. Similarly, two new directorates, the directorate of Financial Management Systems Technologies (DFMST) and the directorate of Non-Governmental Organisational (NGO) Affairs were created in the Ministry of Finance and the Planning and Economic Development respectively.

In order to complement efforts to improve service delivery, the directorate reviewed thirty eight (38) job descriptions of various positions in five (5) MDAs. These job descriptions were reviewed and forwarded to the Public Service Commission for advertisement to recruit suitable candidates for respective MDAs.

Also, in a bid to improve efficiency in the Civil Service, the directorate developed a Handbook to serve as a guide for drafting and/or revision of Schemes of Service in the Civil Service.

Further to the achievements above, the directorate provided technical backstopping to the National Early Warning and Response Mechanism Centre (NEWRMC) for the recruitment of suitable candidates to fill eight (8) critical positions. The directorate also coordinated several committee meetings which resulted in the consideration and approval of MFR Reports and revised organizational structures of MDAs by the Civil Service Steering and Regrading Committee.

Looking ahead in the coming year, the directorate intends to undertake certain key activities to reinforce efficiency in the Civil Service. Some of these activities include the coordination the development of a Competency Framework for the Civil Service; develop a policy for upgrading of Civil Servants who have acquired University degree amongst others as detailed in the next steps of this report.

SECTION ONE

INTRODUCTION AND OVERVIEW

1. INTRODUCTION

This report is designed to provide a synopsis of the achievements the Directorate of Management Services made for the period 1st January to 31st December 2020. It presents the activities of the Directorate for the year under review in the context of the priorities stated in the Directorate's work plan and Performance Tracking Table (PTT).

The report is divided into three key sections.

- an overview of the Directorate, including its mandate, objectives, functions and the current staff of the Directorate.
- key achievements for the period under review and
- outline of the key challenges affecting the Directorate
- planned activities of the directorate and the actions required to achieving them.

2. OVERVIEW

The Management Services Directorate (MSD) maintained its work focusing on organisational efficiency, improved structures, systems and processes so as to ensure effective and efficient utilisation of employees for the realisation of policies and mandates of MDAs. Among its primary responsibilities include the implementation of the recommendations of management and Functional Reviews, aligning staffing to current and future mandates and objectives of MDAs; review of schemes of services and job documents, entailing job design and evaluations, job inspection/evaluation, analysis and schedule of duties of respective officers to determine appropriate grading. The Directorate also acts as the secretariat for the Standing Committee on Schemes of Service and the Re-grading Committee.

1.1. Mandate

Ensure organizational efficiency, improved structures, systems and processes for effective and efficient utilization of the employees, and the rationalization of policies and mandate of Ministries, Departments and Agencies (MDAs).

1.2. Strategic Objectives:

The primary objective is to ensure more efficient spread of duties, better utilisation of staff in order to meet strategic goals of MDAs. The followings below are some of the objectives of the Management Services Directorate:

- To advise the MDAs and Parastatals on issues of management services
- To help maintain a Civil Service that is customer oriented
- To become a focal point for organizational development and reforms
- To improve the standard of service delivery
- To overcome problems connected with productivity, lack of motivation, grading systems and procedures

1.3. Functions

In order to carry out its mandate, the Management Service Directorate is task with the followings functions:

- Collaborate with the PSRU to conduct management and functional reviews and implement recommendations regarding HR and staffing issues for MDAs;
- Develop and review job descriptions and person specifications;
- Review Schemes of Service and Conditions of Service for MDAs;
- Aligning staffing to current and future mandates and objectives of MDAs;
- Job Design and Evaluation;
- Provides data and advise on pay and Grading of Civil Service Posts;
- Review of Work Systems and Procedures;
- Coordinate the Standing Committee meetings and provide secretarial services to the Civil Service Steering and Re-grading Committee meetings

1.4. Structure and Current staff of MSD

Structurally, the management Service directorate is headed by the Acting Director who reports to the Director- General. The Director is being supported by Administrative and Human Resource staff. As at 31st December, 2020, the directorate comprised of five (5) staff. The following are the workforce of the directorate:

No	Name	Designation
1.	Patrick M. Kawa	Ag. Director, Management Services
2.	Saidu Bockarie	Ag. Deputy Secretary
3.	Nadia Koroma	Senior Human Resource Officer
4.	Fatmata Blango	Secretary Stenographer
5.	Sanusie Bangura	Office Assistant Level II
6.	Joseph H. Kamara	Driver

SECTION TWO

KEY ACHIEVEMENTS, PLANNED ACTIVITIES, CHALLENGES AND NEXT STEPS

2. KEY ACHIEVEMENTS

During the reporting period, the directorate carried out the following key activities:

2.1. Implemented Management and Functional Review Reports of MDAs

The Directorate is the main link between the Human Resource Management Office and the Public Sector Reform Unit in relation to ongoing reforms in the Ministries Department and Agencies. In this regard, the directorate collaborates with PSRU to conduct and implement recommendations of Management and Functional Reviews (MFRs). An MFR is a detailed study and alignment of a Ministry, Department or Agency's mandate, mission and vision to the staffing needs of the current and future mandates and objectives of MDAs.

During the period under review, the Directorate collaborated with the Public Sector Reform Unit (PSRU) to conduct and facilitate the implementation of Management and Functional Reviews (MFRs) in the following institutions:-

- Ministry of Basic and Senior Secondary Education
- Ministry of Foreign Affairs and International Cooperation
- Cabinet Secretariat
- Office of the Administrator and Registrar General
- Ministry of Information and Communications
- Government Printing Department

Also, the directorate is representing HRMO in the ongoing establishment of the Wages and Compensation Commission (WCC) wherein we participated in the consultative processes across the country that led to the development of a draft bill and the draft National Pay Policy.

2.2. Revised the organizational structure of MDAs for efficiency

One of the functions of the directorate is to review organizational structures to ensure effective and efficient spread of duties and responsibilities.

In view of the above, the directorate in the year under review revised the

organizational structure of the following MDAs:

- Ministry of Labour and Social Security
- Ministry of Environment
- Ministry of Trade and Industry
- Ministry of Technical and Higher Education
- Ministry of Energy
- Ministry of Finance
- The Judiciary

2.3 Reviewed Job Descriptions for Advertisement

Another of the Directorate's main task is the review of Job Descriptions for onward transmission to the Public Service Commission for advertisement to recruit suitable candidate(s) to fill vacant positions and to also ensure that it is gazetted in the Sierra Leone Gazette. In 2020, the Directorate reviewed job descriptions of the following positions in various MDAs and forward same to the Public Service Commission for advertisement:

2.3.1 Ministry of Lands, Housing and Country Planning

- Director, Surveys and Lands
- Director, Housing and Country Planning
- Deputy Director, Surveys and Lands

- Deputy Director, Housing and Country Planning
- Assistant Director, Lands
- Assistant Director, Country Planning
- Assistant Director, Housing
- Senior Building Inspector

2.3.2 Ministry Of Finance

- Procurement Officer
- Accountant
- Budget Officer
- Internal Auditor
- Economist
- Assistant Accountant

2.3.3 Ministry of Agriculture and Forestry

- Agriculture Officer
- Agricultural Extension Officer
- Forest Education Officer
- Assistant Conservator of Forest
- Veterinary Officer
- Animal Production Officer
- Mechanical Engineer
- Civil Engineer
- Land Resources Officer
- Planning and Budgeting Officer
- Monitoring and Evaluation Officer
- Statistician
- Land Resources Technician
- Stores and Inventory Management Assistant
- Field Enumerator
- Crop Protection Superintendent
- Livestock Inspector
- Stenographer Level II
- Agricultural Inspector

- Forest Ranger
- Driver
- Office Assistant Level II

2.3.4 Ministry of Information and Communications

- Information Officer

2.3.5 Government Printing Department

- Government Printer

2.4 Coordinated the Civil Service Steering and Re-grading Committee and Standing Committee meetings

During the year under review, the directorate coordinated four (4) Steering and Re-grading Committee Meeting and seven (7) Standing Committee Meetings, which led to the consideration and approval of Management and Functional Review Reports and revised organizational structure of MDAs as outlined in (1) and (2) above.

2.5 Developed Handbook for the Drafting and/or revision of Schemes of Service

The Handbook was developed to serve as a guide for the drafting and/or revision of Civil Service Schemes of Service in order to ensure consistency. It will also provide a clear understanding of the procedures for drafting and/or

reviewing Schemes of Service in the Civil Service.

2.6 Facilitated the creation the Directorate of Financial Management Systems technologies in the Ministry of Finance.

This directorate was created in the Ministry of Finance as a dedicated unit responsible for the Information and Communication Systems related to the effective management of the rolling out of the IFMIS Application and other financial management technologies. The Schemes of Service was developed, staff reassessed and redesignated into the new cadre on the bases of their qualifications.

2.7 Facilitated the creation of the directorate of Non-Governmental Organisation (NGO) in the Ministry of Planning and Economic Development.

The directorate of NGO Affairs was created in the Ministry of Planning and Economic Development to coordinate the activities of Non-Governmental Organisations in the country.

2.8 Provided technical backstopping to the National Early Warning and Response Mechanism Centre (NEWRMC) for the recruitment of suitable candidates to fill the following critical positions:

- Analyst, Security
- Analyst, Crime and Criminality
- Analyst, Environment
- Analyst, Health
- Analyst, Good Governance and Human Right
- Finance Manager
- ICT Manager
- Admin/HR Manager

SECTION THREE

KEY CHALLENGES

The directorate wishes to note effort made by Management in ensuring the directorate carry out its activities effectively and efficient during the past year.

However, the following continue to pose challenges to the smooth implementation of our activities and would therefore like to draw Management's attention for a redress to further enhance efficiency and effectiveness of the Directorate.

- i. Dearth of tools and equipment such as computers and accessories: The last time the Directorate was provided with computers and accessories was in 2014. There are currently senior officers in the directorate without a Desktop computer and accessories.
- ii. Capacity challenges - Training opportunities to meet the demands of the job in the directorate is very crucial. Hence, professional training in the following areas is needed: Strategic planning and management; organizational design; job design and evaluation, and human Resources management, competency framework design, workload analysis.

SECTION FOUR

PLANNED ACTIVITIES FOR 2021

Amidst the global COVID 19 pandemic, the directorate was able to achieve considerably. In continuation of these achievements, the directorate intends to undertake the following activities to ensure efficiency in the Civil Service:

- Continue to review Organizational Structures, Schemes of Service and Job Descriptions as requested by MDAs
- Distribute the Handbook for the development and/or revision of Schemes of Service and coordinate its implementation. Implementation of the Handbook involves the development of Schemes of Service for all cadres in MDAs across the Civil Service.
- Develop a policy for the upgrading of Civil Servants who have acquired University degree to graduate entry positions.
- Coordinate the development of a Competency Framework for the Civil Service.
- Develop database of all approved jobs/positions showing the authorized establishment for each post and approved grades.
- Develop database of all approved Scheme of Service for reference.
- Continue to collaborate with the Public Sector Reform Unit in undertaking Management and Functional Review exercise as requested by various institutions.
- Organize a training programme in organizational structure design for Administrative Officers and Human Resource Management Personnel to enhance their understanding in preparing drafts for HRMO

NEXT STEPS

In order to address the above challenges, the directorate would therefore like to draw Management's attention to the following:

- i. Provide funds for the launch of the Handbook for the development of Schemes of Service.
- ii. The Project Team to review Terms of Reference of the Consultant and Concept Notes for hiring of a Consultant to undertake the development of a Competency Framework.
- iii. Provide funds for the development of database on reviewed Schemes of Service for cadres and all positions in the Civil Service.
- iv. To provide funds for staff of the directorate including the Director to be provided with short term refresher courses in the following areas: Strategic planning and management; organizational design; job design and evaluation, and human Resources Management, competency framework design, workload analysis.
- v. To provide funds for the coordination and convening of the Civil Service Steering and Regrading Committee meetings