

PERFORMANCE MANAGEMENT DIRECTORATE

# 2022 ANNUAL REPORT



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## **1. Introduction**

This report presents details of the activities of the Directorate of Performance Management towards the implementation of the Individual Performance Appraisal System (IPAS) for Civil Servants in Grades 1 to 10 across Ministries, Departments and Agencies (MDAs) during 2022. The information contained in this report reflects the regular progress updates on the activities of the directorate presented to the Director General and during Senior Management Meetings.

The Directorate of Performance Management was established to perform among others, the following functions:

- Manage the Individual Performance Appraisal System (IPAS) in the Civil Service in compliance with the applicable policies and procedure;
- Design and implement a Monitoring and Evaluation System for IPAS including testing and applying the appropriate tools and framework;
- Facilitate knowledge building and knowledge sharing in the Civil Service on Performance Management in general and Individual Performance Appraisal in particular.

Despite the numerous challenges, the directorate is resolved to institutionalise performance management culture in the Civil Service for effective and efficient service delivery.

## **2. Staffing Situation**

The year 2022 witnessed a change of leadership in the directorate. In the early third quarter of 2022, due to Administrative Postings, Mr Usman C. Conteh the then Director was replaced by Mr. Chernor I. Mansaray who is the current Ag. Director. The directorate has a very lean staff strength, comprising a total of five staff and has been supported by the Senior Monitoring and Evaluation Officer in carrying out most of its functions. Below are the current staffs of the directorate:

- a. Ag. Director, Mr. Chernor I Mansaray
- b. Deputy Secretary, Mr. Swaray Junisa
- c. Senior Assistant Secretary, Mabinty Sankoh (Mrs)
- d. Assistant Secretary, Mr. Bella Smith
- e. Driver, Saidu Kamara



**Group Photo of Performance Management Directorate Staff including the Intern on the Right Hand Side**

### **3. Activities Implemented/Achievements**

Irrespective of funding challenges to implement planned activities, the directorate was able to implement some activities with support from the Government and European Union, which created significant impact towards institutionalizing performance management system in the Civil Service, as seen below:

### **3.1 Facilitation of Performance Target Setting for Civil Servants in Grades 1 to 10 across MDAs**

Performance Management Directorate facilitated Individual Performance Target Setting for Civil Servants in Grades 1 to 10 across MDAs. This was done by ensuring that MDAs were well informed about their roles and responsibilities towards the implementation of IPAS.

Several correspondences signed by the Director General in respect of Performance target setting and sanctions for noncompliance were sent to MDAs in January and February, 2022. As a result of the prompt facilitation, backed by follow up visits, the compliance rate for target setting increased tremendously in 2022 across MDAs.

### **3.2. Special Monitoring of IPAS Implementation for Administrative Staff**

In March, 2022, with the directive from the Director General, Human Resource Management Office, the directorate for the first time ever, conducted a special monitoring exercise in respect of all Senior Human Resource Officers, Senior Assistant Secretaries and Deputy Secretaries. The objective of the exercise was to track progress of IPAS implementation of the above categories of Civil Servants for three consecutive years covering 2019, 2020 and 2021 respectively. This exercise was completed and the report of the findings was submitted to the Director General which formed part of his presentation during the leadership meeting of Permanent Secretaries and Professional Heads in the reporting year.

### **3.3 Facilitation of Leadership Meetings of Permanent Secretaries and Professional Heads**

The directorate in 2022, facilitated two leadership meetings of Permanent Secretaries and Professional Heads of MDAs. The leadership meetings were primarily convened to articulate government policies and programmes, the ongoing reforms in the Civil Service and to also address some of the challenges Civil Servants are faced with in the discharge of their duties. Additionally, the meetings were used as a platform to relay the findings from the nationwide outreach programme of the Director General, HRMO to colleague Civil Servants at district level.





**Group Photo after one of the Leadership Meetings at the Civil Service Training College**

### **3.4 Facilitation of 2022 IPAS Mid and Annual Reviews Across MDAs**

The implementation of Individual Performance Appraisal System is done in phases. Civil servants are expected to set their targets at the beginning of the appraisal year, conduct Mid-year review with their supervisors after six months of implementation and also conduct Annual review at the end of the same appraisal period. However, in order to ensure that MDAs comply with the appraisal process and do due diligence, the directorate facilitated both Mid-Year and Annual IPAS reviews across MDAs. To this end, most MDAs were able to conduct both reviews for 2022.

### **3.5 Monitoring of IPAS Implementation across MDAs**

Monitoring of IPAS implementation is a critical component of the Performance Management System in the human resource management functions in the Sierra Leone Civil Service. The main objective of IPAS is to ensure the highest level of accountability at the individual and institutional levels, bringing about a shared understanding of what is to be achieved, how that is to be achieved and how achievement/non- achievement is to be rewarded or sanctioned.

During the period under review, with funding support from the EU MAPE project, the directorate conducted one monitoring exercise in the Bonthe district for the first time in order to track progress on IPAS implementation. Also, another monitoring exercise on IPAS implementation was conducted in August 2022 across MDAs in the Western Area. The objective of this monitoring exercise was to track progress made on MDAs level of compliance in the Mid-Year reviews conducted by supervisors and their appraisees. The findings presented after this

exercise shows that out of a total of **19,689** Civil Servants in Grades 1 to 10 a total of **5,618** did the 2022 mid –year review which represents **29%**. The detailed report was submitted to Director General and specific portions sent to MDAs. This resulted in some positive feedbacks from MDAs whose performance was not encouraging.



**Group Photos of Monitoring Team during the Monitoring Exercise**

### **3.6. Regional Training on IPAS for Civil Servants in Grades 1 to 10**

Facilitation of knowledge building and knowledge sharing in Civil Service on Performance Management is one of the key functions of the directorate. Capacity building on IPAS is critical towards ensuring the institutionalization of IPAS in the Sierra Leone Civil Service. In order to raise the knowledge level on IPAS of Civil Servants in the regions to their counterpart in the Western Area, IPAS training was conducted across three regions; the Eastern, Southern and North- Western regions. A total of 107 Civil Servants in Grades 1 to 10 across MDAs benefitted with funding support from GoSL. The detailed training report was submitted to Director General, HRMO.





**Group photos of IPAS Regional Training in Kenema, Bo and Port Loko respectively**

### **3.7. Request for an On-Site Training on IPAS for MDAs**

Owing to the fact that resources are inadequate and HRMO alone cannot afford to train all Civil Servants at this time, the directorate resorted to providing an on –site training for Civil Servants across MDAs that requested for such training. For the period under review, four MDAs (Ministry of Finance, Ministry of Sports, Ministry of Planning and Economic Development and Immigration Department,) benefited. A total of 173 Civil Servants were trained from the above-mentioned MDAs. This tailor –made training focussed primarily on the core mandates of the MDAs and the specific duties of the officers.



**Photo of On-site Training at the Immigration Department and Ministry of Finance**



### **3.8. Review of IPAS Forms for Compliance in respect of Officers on probationary for their Confirmation**

In early 2022, about 600 Civil Servants on probation sat to the Pre-confirmation examination. However, another precondition as contained in Rule 2.42 of the Civil Service Code Regulations and Rules is the submission of their progress reports, now their two years performance records (IPAS) in order to determine their suitability in the service before being confirmed. In this regard, several submissions of progress report/IPAS forms have been made by heads of MDAs in respect of their officers for confirmations. Thus far, the directorate reviewed and submitted to Director, Recruitment and Selection for necessary action, over 70 IPAS forms in November and December of 2022. This exercise is on-going as heads of MDAs continue to do submission on behalf of their staff.

### **3.9. Collaborate with Cabinet Secretariat on Assessment of Civil Servants in Grades 11 and above.**

Cabinet Secretariat is responsible for assessing the performance of Civil Servants in Grades 11 and above in collaboration with the Human Resource Management Office. During the reporting period, the directorate collaborated with Cabinet Secretariat in counter-signing the Performance Tracking Tables (PTTs) of officers in Grades 11 and above and also took part in the review process.

## **4. Challenges**

Among the numerous challenges faced were:

- i. Operating within a limited budget, coupled with delays in the release of funds posed a serious challenge to implement planned activities;
- ii. Lack of the required level of commitment on the part of some MDAs in setting targets and conducting appraisals
- iii. Salary disparity across the Civil Service is another major challenge that demotivates a good number of Civil Servants to fully comply with IPAS;

- iv. Lack of capacity on IPAS for a good number of officers undermined the level of compliance
- v. Weak leadership support in some MDAs in the institutionalization of the IPAS
- vi. Lack of tangible reward for good performance and sanction for poor performance

## **5. Recommendations**

- For performance management to produce the desired result, the aspect of rewards and sanctions should be considered.
- The on-going harmonization of salaries should further be expedited
- More capacity building/trainings on target setting and conducting appraisals.
- IPAS to be considered as one of the criteria for promotion in the Civil Service

## **6. Next Steps For 2023**

- Facilitate 2023 Target Setting for Civil Servants in Grades 1 to 10 across MDAs
- Review of 2022 IPAS for Officers in Grades 1 to 10 across MDAs
- Monitoring of IPAS implementation at Central, Regional and District Levels
- Facilitate the conduct of 2023 Mid and Annual IPAS reviews
- Training in IPAS at central, regional and district levels
- PMD/HRMO team to embark on study tour on Performance Management
- Facilitate Leadership meetings

**Annexes**



**Monitoring Team with Cross Section of Staff of Office of the Vice President on the Conduct of 2022 Mid-Year Review**



**Monitoring Team at Cabinet Secretariat**



**Monitoring Team at the Public Sector Reform Unit**