

INTRODUCTION

A two- day training/coaching programme on Individual Performance Appraisal System (IPAS) for Civil Servants in the Northern Region organised in two batches of fifty each was held in the regional Headquarters town of Makeni City from 14th – 18th September, 2020.

The training which was organized by the Performance Management Directorate, Human Resource Management Office through support from the Government of Sierra Leone brought together a total of 100 participants that comprised of senior, intermediate and junior level Civil Servants (Grades 1-10) at regional 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 public service delivery.

TRAINING/COACHING OBJECTIVES

The objective of the training was to bring together senior, middle and junior level civil servants in MDAs across the four 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 in the Sierra Leone 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 regional Headquarters town of Makeni City. 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 chairman

of the two batches. The ceremonies of the two batches were chaired by the Senior District Officer, Mr. Abu Bakarr Kamara

OPENING REMARKS BY CHAIRMAN



The Chairman of the two batches –Mr Abu Bakarr Kamara making statements

The Chairman welcomed members and participants to the two - day training programme each for the two batches on the Individual Performance Appraisal System (IPAS). The Chairman went further to introduce the Provincial Secretary North- Mr Moses Gbetu. He informed participants that the purpose of the training is to enable participants to know how to set smart targets for themselves, and their subordinates i.e. civil servants in grades 1-10 to know how to set smart targets. He said this time round the current leadership of the Sierra Leone Civil Service has found it necessary it is not only senior level Civil Servants that should be trained on IPAS but also junior level cadres like the office messengers who are also key in achieving MDAs overall goals should know how to set smart targets. He said the introduction of IPAS will enable an officer's performance to be monitored

based on his/her targets he/she has set to achieve as derived from MDAs overall objectives during the course of the year. He advised colleague Civil Servants that their performance going forward will be enriched through this training and subsequent refresher trainings, monitored and will be held accountable not only to their superiors but to the general public as well. In this regard he 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 Chairman, the Provincial Secretary and welcomed participants to the two- day training session. The Director told participants that

Performance Management is a modern management tool that has been introduced in the Sierra Leone Civil Service.

He informed participants that the training would have taken place last year (2019) but because HRMO was challenged with funds it was carried forward to this year. He said they had done similar trainings in the East, South and North-Western Regions in 2019 but the one for the North-Eastern Region was carried forward to 2020 due to lack of funds. He said now that they had sourced funds, they deemed it necessary to come and conduct the training in the remaining region i.e. the North-East to avoid disadvantaging the region. He said last month the team was there to training selected Civil Servants on IPAS at district level ie Koinadugu, Tonkolili and Bombali. He said that training was jointly funded by the EU and the Government of Sierra Leone.

The Director of Performance Management further stated that the current regional training is funded exclusively by the Government of Sierra Leone.

He informed participants that over the years, IPAS focused on senior 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 and to avoid officers claiming that the lack IPAS knowledge because of not been trained.

He said going forward, promotion, transfers, training, redeployment and in extreme cases separations will be guided by IPAS. He therefore, admonished participants to take the training seriously for their own betterment in the civil service. He thanked participants from Koinadugu, Tonkolili and especially those from Falaba who braved the difficult roads to witness the training.

STATEMENT FROM THE PROVINCIAL SECRETARY-NORTH-EASTERN REGION



THE PROVINCIAL SECRETARY, NORTH-EASTERN REGION-Mr MOSES GBETU MAKING STATEMENT

The Provincial Secretary in his statements with the exception of the second batch thank the Director General HRMO and his team with special reference to Mr Usman Conteh, the Director-Performance Management for the effort to improve on Civil Servants productivity. He praised the HRMO for cascading the IPAS to every level of the Civil Service. He said the Civil Service has been stagnated for some time now but the new dynamics will certainly enable it to move with modern day trend. The Provincial Secretary praised the personnel at HRMO and encourage them to continue to capacitate the Sierra Leone Civil Service for improve service delivery. He however, advised colleague Civil Servants not to relent in capacitating themselves especially those in the

lower cadre as they have a lot of potentials. He furthered that capacitating themselves academically can boost them to be more productive.

The Provincial Secretary, concluded by encouraging colleagues to have the ambition to develop themselves academically and therefore pay greater attention to what the team is going to impact on them; he formally declared the two- day training session open.

STATEMENT FROM THE DISTRICT OFFICER TONKOLILI



The District Officer-Tonkolili Mr. Fartoma Making Statement in the second batch of the training

The District Officer-Tonkolili Mr Fartoma expressed thanks and appreciation to DG and team for making his district benefit in IPAS training. He said most times colleagues Civil Servants in the provinces do not normally benefit from trainings but now HRMO has made it possible to bring

trainings down at district and regional levels. He thanked and welcomed all participants to the training and admonished them to make better use of the opportunity accorded them.

CLOSING REMARK

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 a total of four days. Two days each per session in the regional headquarters town of Makeni from 14th to 18th September, 2020.

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

A total of **100** participants were trained at regional level. Participants were drawn from all MDAs present within the respective districts across the Northern-Easternregion. A total of Civil Servants that benefited per MDA across the Northern Region are as follows: Ministry of Health and Sanitation (MOHS) – 23, Ministry of Agriculture and Forestry (MAF)-24, Ministry of Local Government & Rural Development(MLGRD)– 16, Ministry of Basic and Senior Secondary School Education (MBSSE)- 4, Ministry of Social Welfare (MSW)-9, National Fire Force (NFF)- 3, Ministry of Water Resources(MWR)-3, Ministry of Lands, Housing and Country Planning (MoLHCP)– 3 , Ministry of Public and Political Affairs (MPPA) – 4, Ministry of Labour and Social Security (MLSS) – 1. Ministry of Fisheries and Marine Resources (MFMR)- 1, Ministry of Technical and Higher Education (MTHE) – 1, Ministry of Mines and Mineral Resources (MMMR) – 1 and Immigration Department – 7.

- **Gender:** In terms of gender representation out of a total of 100 participants, 71 participants were male which represents 71% and 29 participants were female which represents 29%.

- **Grade:** Out of a total of 100 participants, 66 participants were Grades 1 to 6 which represents 66% and 34 participants were Grades 7 to 10 which represents 34%
- **Participation:** Very active and generated lively contributions ending with consensus and recommendations.
- **Interest:** Participants showed devoted 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 per batch 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/CONCERN IN THE REGION:

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

- The issue of supervisors giving ones responsibility to another staff
- Training to be cascaded out at district level

- The relationship between HRMO and the office of the Ombudsman
- Constraint on getting the Annual Vacation Leave Allowance
- Issue of salary disparity
- The of payment for officers on academic studies
- 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
- Issue of staff who have served for over five years but not confirmed by HRMO
- 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
- The role of HRMO in the allocation of budget by the Ministry of Finance
- Retirement letters not issued to some retirees in time
- Why had top cards and provisions taken away
- IPAS training for Human Resources Officers
- Why has HRMO not decentralised at regional or district level
- Process to get end-of-service benefit too long that some retirees die without getting it
- Some staff that have capacitated themselves over the years have not being upgraded
- Lack of mobility across MDAs in the regions
- Staff with appointment letters not posted with their job descriptions

However, the Director Performance Management Directorate- HRMO responded to all of the concerns and issues raised and promised them that those that require the immediate intervention of the DG –HRMO he will convene them 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:

- The Ministry Performance Appraisal Committee should be made functional
- 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 activities so as to enable them achieve their set targets;
- That targets should be set base 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 batches of training in each of the batches, 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 availing them with such an opportunity. 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 promise to cascade the training to their colleagues 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 2 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

23rd September, 2020

ANNEXES

A. TABLE SHOWING REPRESENTATION BY MDA

No.	MDA	TOTAL NUMBER OF PARTICPANTS
1	MOHS	23
2	MAF	24
3	MLGRD	16
4	MBSSE	4
5	MSW	9
6	NFF	3
7	MWR	3
8	MOLHCP	3
9	MPPA	4
10	MLSS	1
11	IMMG	7
12	MFMR	1
13	MTHE	1
14	MMMR	1
	GRAND TOTAL	100

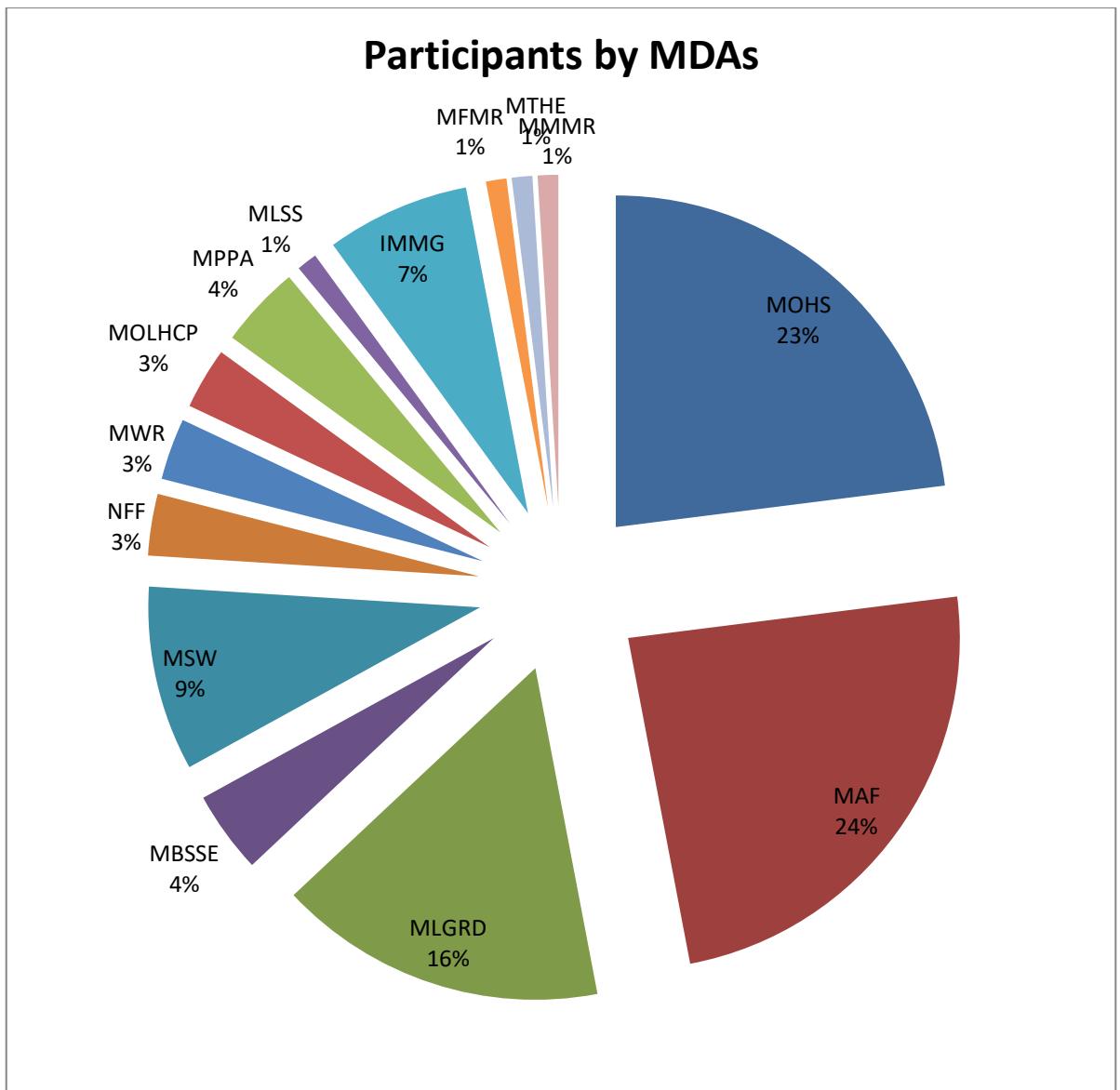


Figure 1

The pie chart above clearly indicates the level of representation by MDAs on the training of Civil Servants from grades 1- 10 on IPAS.

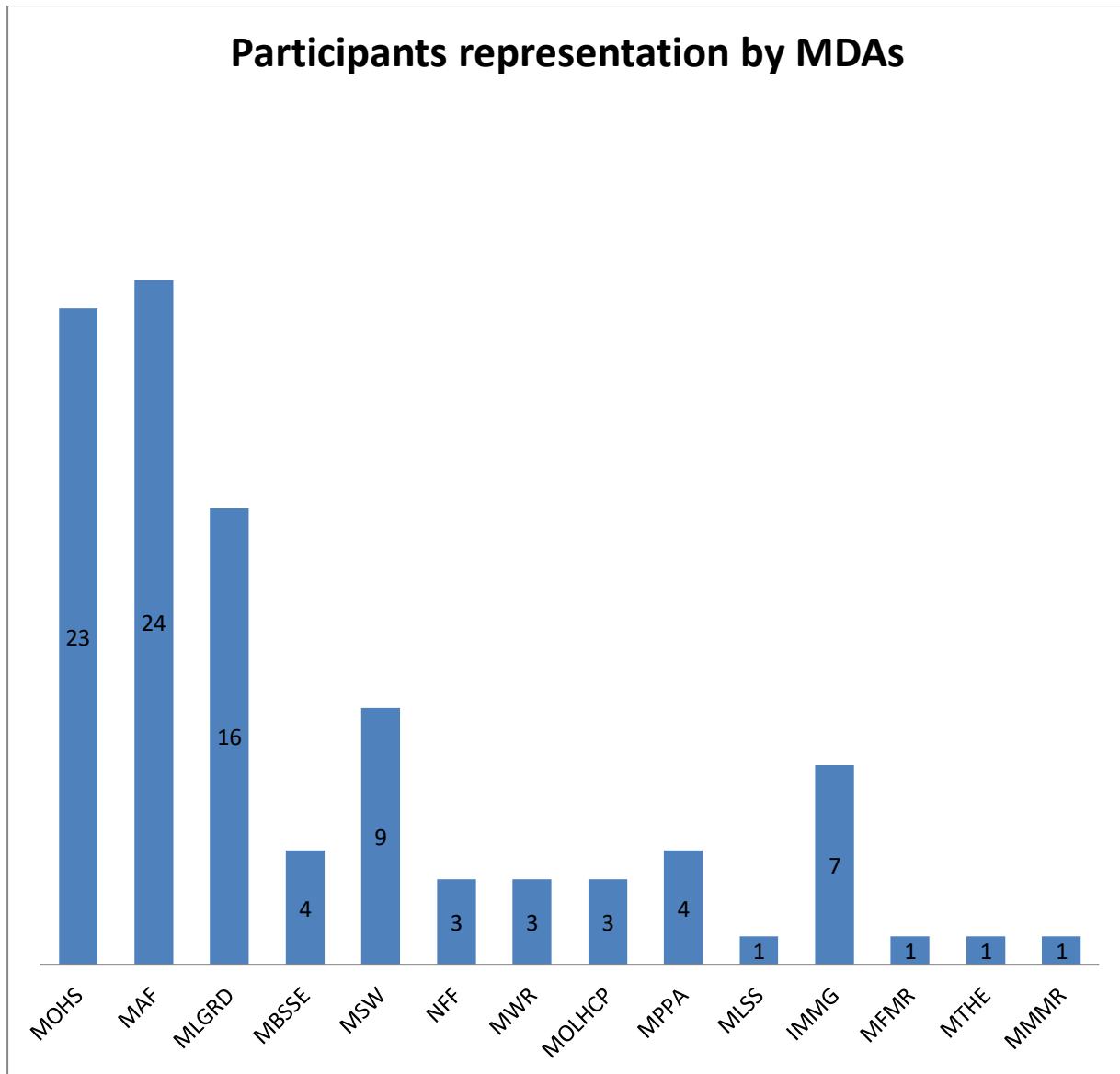


Figure 2

From the chart above, it is observed that majority of the participants are from MAF followed by MOHS and MLGRD respectively.

B. PIE CHART SHOWING REPRESENTATION BY GENDER

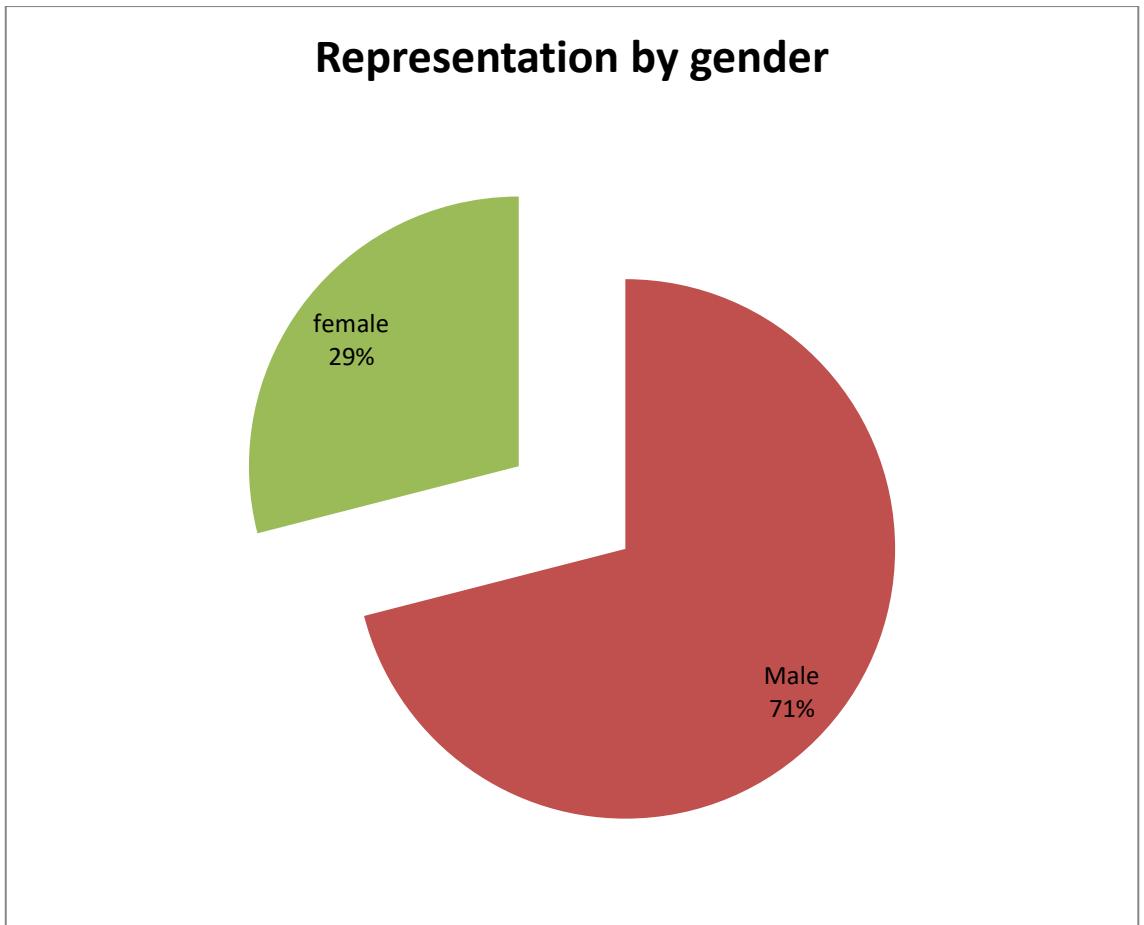


Figure 3

From the pie chart above, it is observed that majority of the participant from the training are male (71%) and only 29% are female.

C. BAR CHART SHOWING GRADE REPRESENTATION

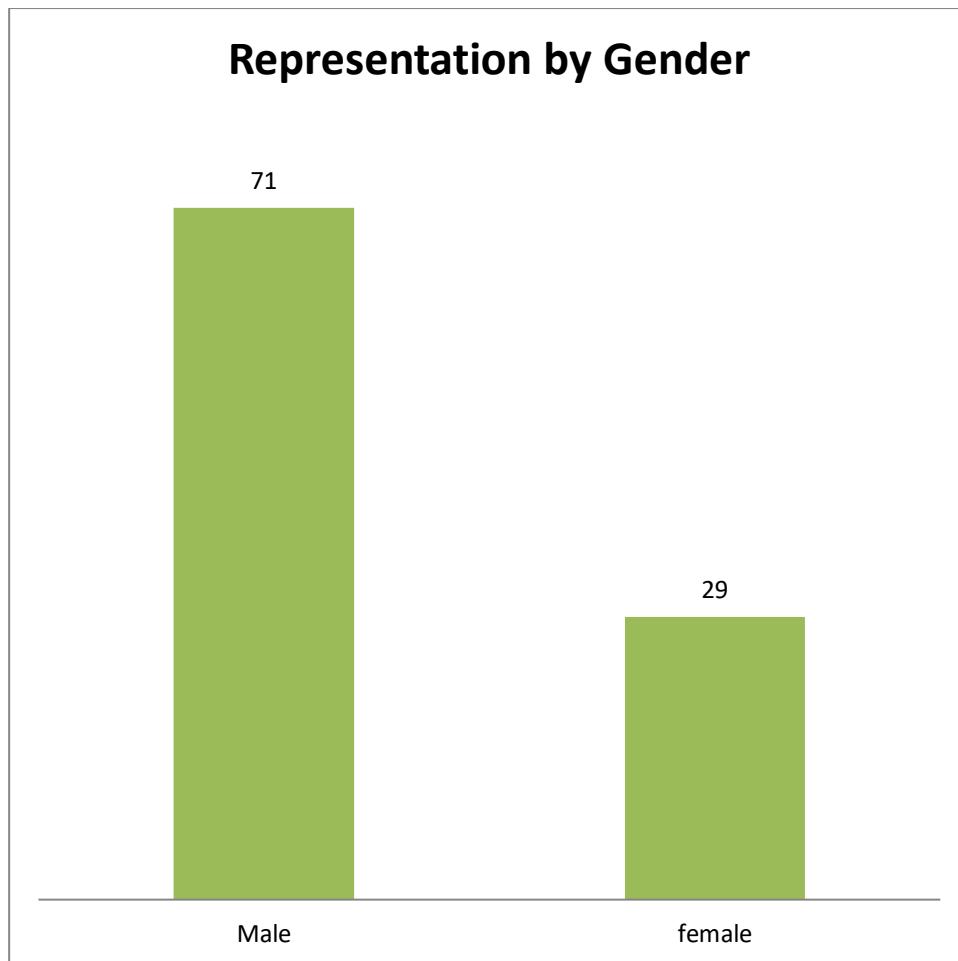


Figure 4

The chart above indicates participants' representation by gender. From the chart, it is observed that a large proportion of the participants are males and few are females.

ANNEXES



Group photo of first batch of participants on IPAS training at YEANE'S Hall in Makeni



Group photo of second batch of participant on IPAS training at YEANE'S Hall in Makeni



Participants taking breakfast



Director Performance-Mr Usman C. Conteh presenting on the institutional arrangement on IPAS for Civil Servants in grades 1-10



Deputy Secretary – Mr Swaray Junisa presenting on what is IPAS and how to set smart targets



Participants asking question or raising concerns on the presentations and issues affecting Civil Servants



Participants doing exercise on targets setting



Participants doing individual presentation on target setting



Participants receiving Certificates



Participants taking group photos with their certificates