

TRAINING/COACHING IN TARGET SETTING AND EVALUATION FOR SENIOR AND MIDDLE LEVEL CIVIL SERVANTS IN THE PROFESSIONAL CADRE IN WESTERN AREA HELD AT THE CIVIL SERVICE TRAINING COLLEGE ON 13TH – 22ND JULY, 2015.

Introduction

In 2014, the Human Resource Management Office (HRMO) through the Performance Management Directorate (PMD) trained 60 Civil Servants on Performance target setting and performance appraisal in three batches of twenty each at the Civil Service Training College, Freetown. The training is a Disbursement Linked Indicator (DLI) under the Pay and Performance Project with the World Bank. A total of 345 senior management staff in twelve (12) pilot MDAs across the country are expected to benefit from this training.

The three batches trained were largely those in the administrative cadre (Acting and Substantive Deputy Secretaries) and the Human Resource Officers. In February and May 2015, similar trainings have been conducted for Senior Civil Servants in the Eastern, Southern and Northern Provinces respectively..

In order to bring the professional cadre in the Western Area to speed with their counterpart colleagues in the administrative cadre, HRMO/PMD organized a two-day training/coaching programme, in three batches of 30 each, for professional cadres in pilot MDAs on target setting and evaluation. The training was held at the Civil Service Training College from 13th – 22nd July, 2015.

Target setting and evaluation are key activities in Individual Performance Appraisal System (IPAS). The two activities set the basis for monitoring the performance of a civil servant. Hence, there is an imperative need for officers to have in-depth knowledge on performance target setting and evaluation.

Objectives of the Training/Coaching

The objectives are:

- To introduce the concept and application of PMS to the professional cadre;
- To examine in detail how targets/goals are set to improve performance;
- To discuss and get clarity on the basis on which an officer's performance is monitored with emphasis on setting individual performance targets as derived from the departmental priority objectives.
- To examine the implication of IPAS in promoting an accountability system in the MDAs including the role of different players

Expected Training Outcomes

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

- Have a good understanding of how individual performance targets or key results are set; how they are monitored .
- Understand the implications of IPAS on the accountability system within MDAs and the role and responsibilities of different actors; and
- Participants to serve as trainers in their respective Ministries, Departments and Agencies

Training Methodology

The training was a mix of presentations, plenary discussions and group work on performance target setting. The presentations provided the participants with insights on performance management system, target setting, conducting performance appraisals and the role of different actors in IPAS implementation. The plenary sessions provided an opportunity to discuss and seek clarifications on the various presentations. Lastly, the group work provided participants with the opportunity to demonstrate their understanding of performance target setting. The participants were divided into four groups and each group made two presentations on target setting

Official Opening Ceremony:

The opening ceremony which started by 10:00 am with prayers in both Muslim and Christian ways was led by Deputy Director PMD – Samuel E.B. Momoh who welcomed all invitees and introduced the chairperson of the ceremony.



The Director of Training and Career Development making a statement

The Chairperson Mrs. Rhoda Kargbobai –Director of Training and Career Development HRMO in her opening remarks, welcomed participants to the two days training session organized by HRMO. Director said, that the training is part of series of reform programs in order to rebrand the Civil Service for effective and efficient service delivery. The reason being that Civil Servants for the past decades have not been performing to the expectation of the tax payers .On the other hand even if we have been performing there is no record or proof to show. On that note, she said civil servants are now going to set targets upon which they will be assessed. She continue saying that Performance Management (PM) is a new phenomenon in Sierra Leone context therefore from the time it was introduced; HRMO has undertaken several trainings and done radio and television discussions on Performance Management. In this view, HRMO has thought it

fit to train professionals across MDAs. She admonished participants to take the training seriously and allow the sessions to be participatory as the entire training is experience sharing. Mrs Kargobai concluded that at the end of the training, participants will be able to set realistic targets and serve as change agent in their various MDAs.

STATEMENTS:

Chairman PSC/ Representative



The representative of the Chairman, Public Service Commission making statement

The representative of the Chairman Mr. Sheku A. Koroma in his statement thanked HRMO on behalf of Chairman PSC (who was unavoidably absent due to another official engagement) for conducting such an important and timely training. He said that the importance of IPAS to the civil service cannot be underestimated as they stand to

benefit if properly implemented. He continued saying that the training will help MDAs to transform strategic plans into performance plans. He entreats participants to take the training seriously and ask questions were they do not understand because at the end, the outcome of appraisal is going to determine their future in terms of promotion, transfers etc, and invariably effective and efficient service delivery for the people of Sierra Leone. He again thanked PMD/HRMO for such an important training and assured them of PSC support and collaboration as and when needed. Finally, he encouraged participant to make good use of the opportunity.

Director PSRU/ Representative

Mr. Gibril Bangura, who represented the Director PSRU, thanked HRMO for their relentless effort in pushing the reform of the Civil Service despite the challenges the Ebola Viral Disease (EVD) poses. Trainings of this nature are timely as public servants are gradually moving away from their old ways of doing things to a culture of performance management. Adding, he said the Director would have loved to be present in person but due to other official engagement she could not. But emphasized that been the coordinating unit for Public Service Reform will always give their support in ensuring that the Civil Service reform to the betterment of this nation. He entreats participants to take advantage of the training and be able to set targets for their staff as they will be appraised at the end of the year.

Secretary to Cabinet and Head of Civil Service/ Representative

The representative of the Secretary to Cabinet and Head of Civil Service Mr. L .O .B Massaquoi in his statement apologized for the absent of the HOCS who is in Ghana Accra on an official assignment. He said the training is very important because it helps individual goal to be aligned to organizational goals and when once individual goals are achieved then the organizational goals will be achieved. He stressed on the advantages of performance management as it makes civil servants to focus on their job and at least

everyone will have work to do. He said IPAS is not a witch hunt as it comes to replace the absolute Annual Confidential Report (ACR) which is very autocratic. Targets should be mutually agreed between the supervisor and the supervisee .So, this training is very important as it will help supervisors to set SMART targets with their supervisee and also create sense of ownership. He emphasized on the issue of budgetary constrains which hinders the execution of set targets, but admonished participants to set their targets that they have resources for even though there are targets which can be achieved with minimal resources. Finally, he pleaded to participant to really grasp the concept and share the knowledge gained with their colleagues in their respective MDAs.

Director Performance Management - HRMO



The Director, Performance Management Directorate making statement

Director, Performance Management Mr. Usman C. Conteh in his opening statement welcomed participants to the training session. He said that this training is one among series of trainings conducted that gears towards reform programme and to make a radical move from the way we have been doing things. He said, Performance Management is a new concept that has been introduced into the realm of the Sierra Leone Civil Service. Adding, the Director reminded participants about the attributes of

the Annual Confidential Report which was a one-way traffic and focused mostly on human behavior. He said Performance Management started with Ministers when they signed performance contract with His Excellency, the President in 2008. This has now been cascaded down to Permanent Secretaries and professional heads and to the entire civil servants.

Mr. Conteh explained to participants about the reforms that the Sierra Leone Government is pursuing and one of these is the Pay and Performance Project which according to him, HRMO and other key stakeholders are implementing. He informed participants that the purpose of the training was to train senior and middle level civil servants how to set targets and conduct Performance. The Director admonished participants to take the training seriously and to bear in mind that their selection to attend the training was not by accident but because they were strategic leaders in their Ministries, Departments and Agencies. He maintained that Government had confidence in them to pass on the training to their junior colleagues. He thanked them for leaving their busy schedules to attend the training. The Director told participants that the two days training will create an impact in their respective MDAs because at the end of the exercise participants are going to be change agents.

Director General, Human Resources Management Office.

The Director General, Abdul Rashid Bayoh pleaded with participants to permit him to preach instead of making a statement simply because people like listening to preaching than statement even though both geared towards change. He then welcomed participants on behalf of HRMO and the Government. He went on to inform participants that their presence to the training was deliberate and not by accident because they are key in their respective MDAs.



The Director General, HRMO making statement

The Director General, spoke of the several trainings HRMO have conducted on Performance Management nationwide which targeted Civil Servants in the administrative cadre and the Human Resource Officers/Managers across MDAs. He informed participants that this training was meant to bring the professional cadre to the same level of understanding on IPAS of their colleagues. The Director General said, if we want to develop we should ensure that the professionals are core in making that development. He continued by saying that the introduction of performance management does not mean civil servants are not performing but the public is not satisfied with our level of performance.

Mr. Bayoh made reference to the Ministries of Water Resources, Energy, and Health and Sanitation where several projects have been implemented but yet still the people are not getting the services they expect. He reiterated that over the past 20 years several efforts have been made by development partners in order to take this country forward but to no avail. He said we have diagnosed the problem and of late we understood that the public sector entirely has not been properly structured and

strengthened. The DG made mention of countries like Japan, China and South Korea which do not have minerals but have productive Human Resources and this has made them today one of the most developed nations in the world.

He continued to say that Sierra Leone has the lowest productivity per capita in the world, in that light he implored participants that HRMO want to develop the Human Resources of the country; that is why we have deliberately chosen the middle level professional officers from the various MDAs to this training and advised participants to take the training very seriously as no one is too old to learn.

Director General made an appeal to participants to spare their time to read the Government development plan ie "Agenda for Change", "Agenda for Prosperity" and pay attention to their MDAs areas of interventions because implementation of the plan rest on the civil servants. In terms of reforming the Civil Service, he said HRMO has got the support of the European Union and World Bank in the areas of rightsizing, filling in the critical middle level, performance management and pay reform which are all geared towards better, efficient and effective service delivery. He admonished participants to be change agents and inculcate a national purpose in order to change the face of Sierra Leone.

Finally, the DG told participants that after they acquire the knowledge and skills in performance target setting and conducting appraisals, he expect them to cascade the training to Civil Servants in participants respective MDAs. Concluding, he made a humble appeal to participants to take their work seriously and to support the Government's agenda.

The DG formally declared the training session opened.

PRESENTATIONS

A total of seven (7) presentations were made for each batch for two days. The presentations were very lively as it generated heated debate with real life experiences ending with consensus and recommendations. Below are the key topics of the presentations made(**See annex A for presentations**).



Human Resource Expert Fadiru Koroma making his presentation

- Rationale for the implementation of IPAS
- Concept of Performance Management System and what it seeks to achieve
- Setting of individual performance targets
- Performance monitoring and evaluation
- Conducting performance appraisal
- Institutional framework for IPAS implementation including clarity of roles and responsibilities of actors
- Group work on performance target setting and presentations

Key Issues, Observations/Comments:

After the presentations which were very participatory and experience sharing, several observations/concerns and comments were raised by participants. Also, group exercises and presentations made. Below are the summary of the key issues, concerns, observations and comments made by participants throughout the sessions in the entire three batches.



Group exercises by participants



One of the participants making group presentation

- The timely availability of resources for programme implementation;
- The issue of schedule of duties/ job description across MDAs was raised with special emphasis on Nurses of Ministry of Health and Sanitation..
- Lack of proper M& E framework to properly monitor implementation of activities in MDAs
- The issue of poor remuneration package to Civil Servants was seriously flagged.
- The issue of officers serving for more than ten years in one position without promotion.

- Lack of enabling environment to perform effectively in some MDAs is a challenge for PM implementation.
- Lack of team work and collaboration in most MDAs and across MDAs
- The issue of staff being posted by HRMO to Ministries and rejected by the Ministers or Permanent Secretaries/ Professional Heads.
- The issue of motivation /reward/sanction
- Equity- fairness, transparency and accountability
- More training/practical exercise in goals /targets setting
- Little interest by some supervisors in pushing appraisal process forward

KEY RECOMMENDATIONS:

In overcoming some of the challenges, concerns, observations and issues raised, and for a successful implementation of Individual Performance Appraisal System (IPAS), participants proffered the following key recommendations for the attention of the leadership team to be taken into consideration.

- Adequate and timely provision of funds for implementation of programmes
- Targets to be set on available resources
- Reward issue to be treated with the seriousness it deserves
- Other forms of motivation to be considered ie Certification of good performers and public recognition
- Attractive salary package for all Civil Servants
- Job Descriptions/schedule of duties for staff to be provided by all MDAs;
- Issues of promotion ,transfer, training, redeployment etc to be tied with performance appraisal
- HRMO to strengthen intra/inter agency collaboration
- DG – HRMO and his Team to be interfacing regularly with MDAs
- The 360 degrees of appraisal should applied on IPAS to ensure fairness and transparency
- Heads of MDAs to be given a refresher training in Performance Management
- HRMO/PMD to provide training in target setting and conducting appraisal to all Civil Servants nationwide.

Closing Ceremony:

The closing ceremony started with individual silent prayers . The Deputy Director, Performance Management Mr. Samuel E.B. Momoh started by thanking participant for leaving their offices for two days which shows their commitment and value they attached to the training. He went on to introduce the chairperson for the closing ceremony by the name of Mrs. Rhoda Kargobai- Director, Training and Career Development- HRMO.



Participants gathered for the closing ceremony

The Chairperson Mrs. Rhoda Kargobai in her remarks told participants that HRMO and the leadership of the service are aware of the challenges MDAs are grappling with but with team spirit and collaboration within MDAs some of these challenges will be overcome. She said, the image of the Civil Service has gone down the drain over the years but with the various reforms presently going on things will be changed in the future. Finally she encouraged colleagues to give their best in the discharge of their duties.

SUMMARY OF TRAINING REPORT

The Director, Performance Management- Usman C. Conteh presented a summary report of the training for the attention of the leadership of the Civil Service. His summary presentation looked at: Conduct of the Training, Objectives of the training, Coverage, Major issues/Concerns, Key recommendations and next steps .This presentation captured all the Major issues/Concerns and Key recommendations from participants in the three batches.



The Director, Performance Management Directorate making summary presentation

DIRECTOR PSRU/REPRESENTATIVE

The representative of Director PSRU Mr. Haroun Sheriff congratulated HRMO for undertaken such an important venture despite the challenges EVD poses. He entreats MDAs to follow suit to continue to work hard. He then congratulate participants and told them the training is a weapon to facilitate the reform process which PSRU is working with all MDAs to ensure effective service delivery.



PSRU Representative making his closing statement

DIRECTOR GENERAL - HRMO/ REPRESENTATIVE



Director of Planning and Budgeting making his closing statement on behalf of D. G HRMO

The Director, Human Resource Planning and Budgeting – Mr. Ansu .S. Tucker who represented DG- HRMO congratulated PMD and participants for a successful completion of a training. Responding to the concerns and recommendations proffered by participants, he said HRMO will surely address some of the key concerns raised and also make it known to the leadership of the Civil Service .He told participants that their recommendations came at the right time as the Secretary to Cabinet and Head of the Civil Service – Dr. Ernest Surrur is present. He told participants that HRMO would give them support where it is needed and would also do monitoring of MDAs to see how they are faring on. He said the issue of reward and attractive salary package are very critical in Performance Management. That is while in the Pay and Performance Project, pay reform is one component which HRMO is working on very seriously. Finally, he admonished participants to take advantage of the skills and knowledge they have acquired for the two days in making then change agents in their MDAs and also replicate the training to their colleagues in their respective MDAs.

SECRETARY TO CABINET AND HEAD OF THE CIVIL SERVICE

Dr. Ernest A. Surrur- Secretary to Cabinet and Head of the Civil Service started his statement by telling participants that he wants to leave a legacy before retiring. That legacy is, an effective and efficient Civil Service that delivers quality services for the people of Sierra Leone. He said Performance Management is a managerial tool which is beneficial to the Government, Institutions, Managers, Employees and the Country. Responding to the summary report presented by the Director PM, He said he was impressed with the turn up and caliber of participants seen but also disappointed in those who did not attend the training even when government has provided resources for it. He said there is a direct relationship between PM and remuneration increase, the 15% increment is just the beginning of their continued effort in pleading to Government to improve on the pay of Civil Servants. Dr. Surrur reiterated to participant that the Pay

and Performance Project with World Bank is also moving towards the same improvement on pay.



The Secretary to Cabinet and Head of Civil Service making his closing statement

Emphasizing on the usefulness of Performance Management, he told participants that the system is democratic as it gives the appraisee the right to appraise his/her supervisor. He admonishes them to keep record because excuses for non performance should be evidence based. The issues of promotion based on either length of service or recommendation was a de-motivation to others but with IPAS, it is going to be merit base.

Dr. Surrur also pointed out that Government is ready to support them with the required resources and skills so that they help in achieving the main goals of providing social amenities to the people. Concluding, he told participants to respect their client and be innovative in service delivery. He said they should be seen working as a team and should be each others keeper as he being Head of the Service is ready to give his life for the sake of colleague Civil Servants.



One of the Participants, Dr. Matilda King giving vote of thanks

Dr Matilda King a participants from Ministry of Health and Sanitation in giving the vote of thanks thanked God for giving HRMO the initiative for organizing such important training and also making it possible for them to benefit. She registered her appreciation on behalf of participants that the two days training was timely as it has helped them to know how to set targets and conduct appraisals. She also thanked Head of Civil Service for noting their concerns presented and promised that they too will support him in bringing about a positive change and legacy in the Civil Service. She then thanked participants for making it a point of duty to attend and pray that they will put into practice what they have learnt. Finally, she pleaded to PMD/HRMO to cascade the training to the entire Civil Servants and not just to limit it to those at supervisory level.