

HUMAN RESOURCE MANAGEMENT OFFICE

IPAS TRAINING REPORT

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

AT DISTRICT LEVEL IN THE EASTERN REGION



0TH NOVEMBER



EETOWN



<i>REPORT TITLE</i>	District Level IPAS Training Report for Civil Servants in Grades 1-10 in the Northern Region
<i>PAGES</i>	
<i>DATE OF ISSUE</i>	12 th November. 2020
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INTRODUCTION

A two- day training/coaching programme on Individual Performance Appraisal System (IPAS) for Civil Servants in the Eastern Region was held in each of the district headquarter towns of Kailahun, Kenema and Kono from 2nd - 10th November, 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 comprises senior, intermediate and junior level Civil Servants (Grades 1-10) at district level across Ministries, Departments and Agencies (MDA) in the Eastern 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 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 Kailahun, Kenema and Kono 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 Kailahun was chaired by the District Officer, Mr. William N'gegba, Kenema was chaired by the District Officer, Mr. Amara Salam Conteh and Kono by the Senior District Officer, Mr. Augustine Fugba

OPENING REMARKS BY CHAIRMEN



The Chairmen of Kailahun, Kenema and Kono 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 with the exception of Kailahun and Kono specifically welcomed the 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 Environment Manager of the Sierra Leone Civil Service.

They also told the Director General and team that the training was timely and a historic event for the 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.

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 thanked the Director General for leaving his busy official schedule to witness the training at district level. He also welcomed participants to the two-day training session. He said he was hearten to address participants to the training on IPAS for the next two days. He said one of the reform areas in the civil service was Performance Management 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 reported more of the individual behaviour and traits rather than results achieved.

He noted that over the years, IPAS focused 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.

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 intents 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 be produced 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.

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 Kailahun from 2nd to 3rd November, 2020, Kenema from 5th to 6th November, 2020 and Kono from 9th to 10th November, 2020.

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

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 benefitted per MDA across the Northern Region are as follows: Ministry of Health and Sanitation (MOHS) – 24, Ministry of Agriculture and Forestry (MAF)-11 and Ministry of Local Government & Rural Development (MLGRD)–16 , Ministry of Basic and Senior Secondary School Education (MBSSE)-6 Ministry of Social Welfare (MSW)-9, Ministry of Youth Affairs- 1 , Ministry of Water Resources (MWR)-2 and Ministry of Lands, Housing and Country Planning (MOL)–5 , Ministry of Public and Political Affairs (MPPA) – 2 and Ministry of Labour and Social Security (MLSS) –3, Immigration Department-4 and Ministry of Mines and Mineral Resources - 1 .

- **Gender:** In terms of gender representation out of a total of 84 participants, 64 participants were male which represents 76% and 20 participants were female which represents 24%.
- **Grade:** Out of a total of 84 participants, 54 participants were Grades 1 to 6 which represents 56% and 30 participants were Grades 7 to 10 which represents 44 %
- **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
- Group/ 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 absent of Human Resource Officers at district level
- Staff do not go to work on time
- Correspondence between HRMO and MDAs do not reach the target staff at district level on time
- Weak knowledge of HROs and supervisors on IPAS
- There is no enforcement mechanisms by HRMO on supervisors on both midyear and annual reviews at MDAs 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 be notified earlier enough
- Staff not accessing fuel for official movement
- 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
- Process to get end-of-service benefit too long that some retirees die without getting it
- 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 responded to all of the concerns and issues raised and promised them that those that require his immediate intervention will be addressed as soon 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:

- HRMO to carryout refresher trainings on IPAS
- 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
- HRMO to come up with monitoring mechanism on staff performance at district level
- 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 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 the 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 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

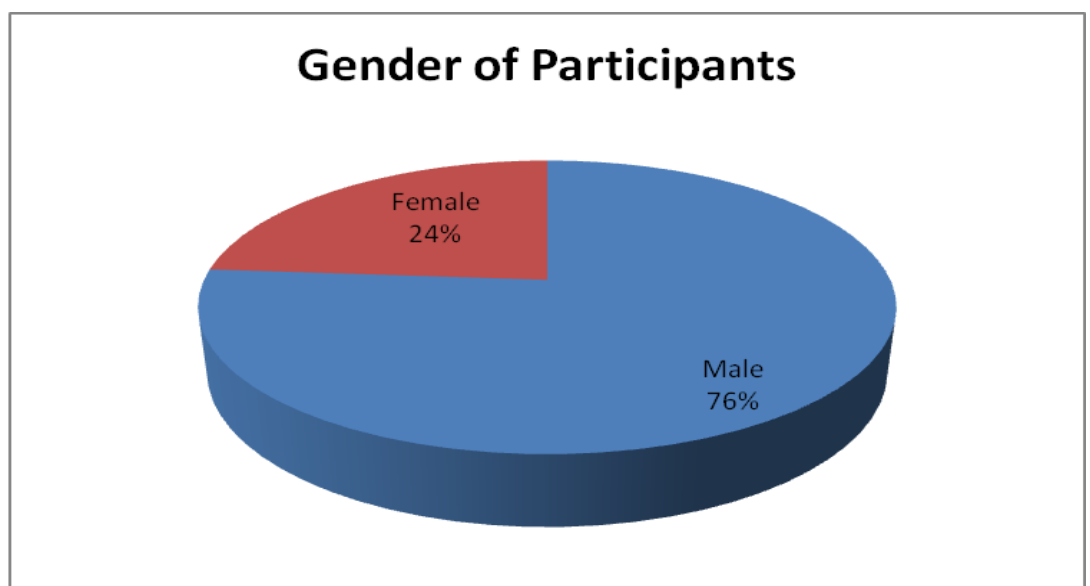
13th November, 2020

ANNEXES

A. TABLE SHOWING REPRESENTATION BY MDA

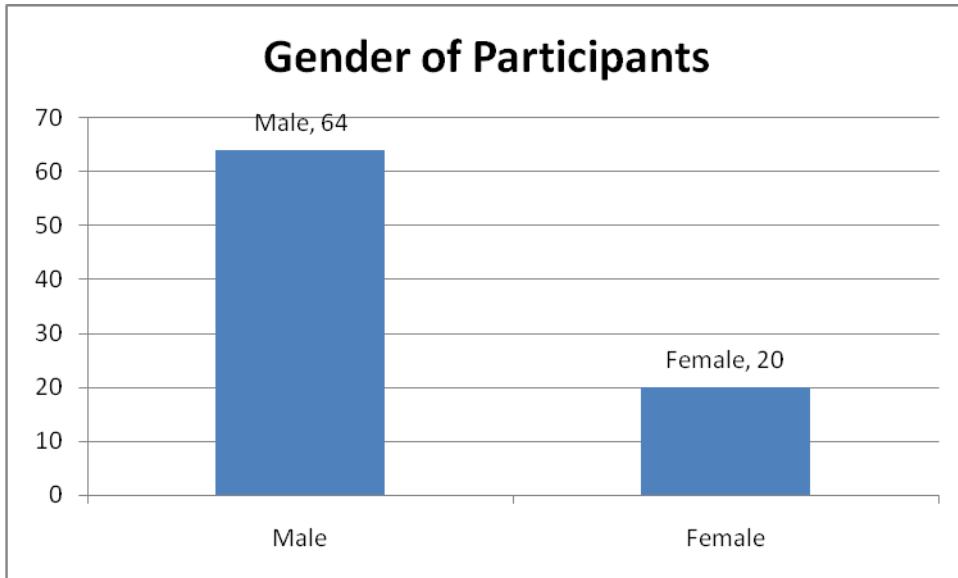
MDA	TOTAL NUMBER OF PARTICPANTS
MOHS	
MAF & MLGRD	
MBSSE, MSW &NFF	
MWR & MOL	
MPPA	
MLSS	
GRAND TOTAL	

B. PIE CHART SHOWING REPRESENTATION BY GENDER



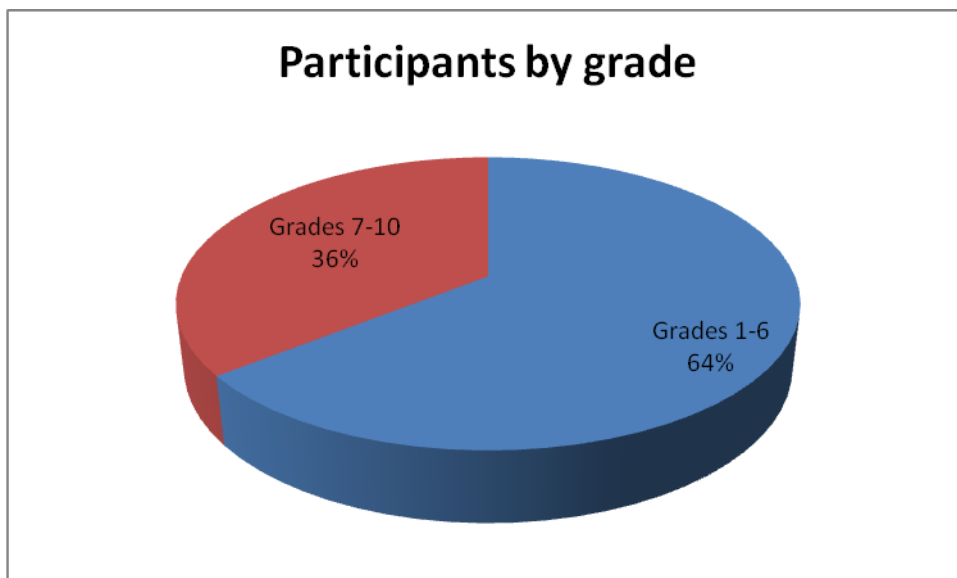
From the pie chart above, it is aboved that majority of the participants (76%) were male and female participants form only 24% of the total participants.

C. BAR CHART SHOWING PARTICIPANTS BY GENDER



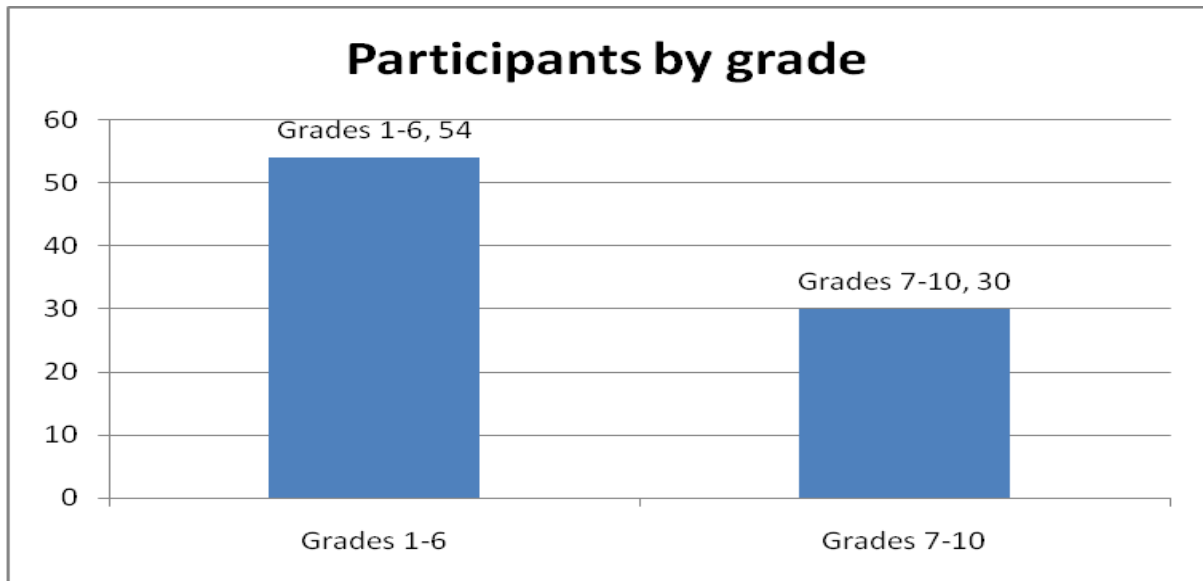
From the bar chart, it is clear that majority of the participants were males

D. PIE CHART SHOWING REPRESENTATION BY GRDAE



From the pie chart above, it is observe that majpority (64%) of the participants are from grades 1-6 and those in grades 7-10 made up 36% 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



Opening ceremony at the Kailahun District Council



Opening Ceremony at Lauwa Resort in Kenema City



Opening ceremony at the Senior District Officer Hall in Kono



Participants taking group photo after the opening ceremony in Kailahun District Council Hall



Participants taking group photo after the opening ceremony at Lauwa Resort in Kenema City



Participants posing for group photo at the Senior District Office Hall in Koidu City



The Director of Performance Management, Mr Usman Cherry Conteh Presenting on the Justification for IPAS in the Civil Service at Kailahun District Council Hall



The Deputy Secretary Mr Swaray Junisa Presenting on the Meaning of Performance Management at the Kailahun District Council Hall



The Deputy Secretary Mr Swaray Junisa Presenting on Target Setting at the Kailahun District Council Hall



Participants posing for group photo after receiving certificates on IPAS in Kailahun District



The Director of Performance Management, Mr Usman Cherry Conteh Presenting on the Justification for IPAS in the Civil Service at the Lauwa Resort Hall in Kenema City



The Director General of HRMO responding to questions/concerns raised by participants during the training in Kenema District



Participants posing for group photo with their certificates after two days intensive training at the Lauwa Resort in Kenema



The Director of Performance Management, Mr Usman Cherry Conteh Presenting on the Justification for IPAS in the Civil Service at the Senior District Office Hall in Koidu City



The Deputy Secretary Mr. Swaray Junisa, Presenting on how to fill the IPAS Form at the Senior District Office Hall in Koidu City



Participant posing for group photo with their certificates after two days intensive training in at the Senior District Office in Koidu City