

**REPORT**

**FIVE DAYS TRAINING ON ETHICAL LEADERSHIP FOR  
THIRTY SENIOR CIVIL/PUBLIC SERVANTS IN THE EASTERN  
REGION**



**ORGANISED BY THE HUMAN RESOURCE MANAGEMENT  
OFFICE FROM 30<sup>TH</sup> AUGUST – 3<sup>RD</sup> SEPTEMBER 2021.**

**AT THE PEACE GARDEN, KENEMA**

**AUGUST 2021.**

## INTRODUCTION

As part of ongoing effort to cascade the ELQPI Concept in the Civil/Public Service, a five days training in Ethical Leadership was conducted for thirty (30) officers from selected MDAs in the Eastern Region.



**Participants listening avidly to one of the Facilitators**

The training was organised by the Human Resource Management Office (HRMO) from **30<sup>th</sup> August to 3<sup>rd</sup> September, 2021 at the Peace Garden, Reservation Road, Kenema**. Participants were drawn from the following MDAs:

1. Ministry of Basic and Senior Secondary Education
2. Ministry of Lands, Country Planning & the Environment
3. Ministry of Local Government and Rural Development
4. Ministry of Higher & Technical Education
5. Ministry of Health and Sanitation
6. Ministry of Social Welfare
7. Immigration Department
8. Ministry of Political and Public Affairs
9. Ministry of Agriculture and Forestry
10. Ministry of Labour and Social Security
11. Ministry of Tourism and Culture
12. Ministry of Trade and Industry
13. Ministry of water Resources

## **COURSE CONTENTS/TRAINING MODULES**

### **DAY 1: Monday 30<sup>th</sup> August, 2021**

1. Concepts and Essence of Leadership
2. Leadership Styles and Attitudes
3. Introduction to Ethics

### **DAY 2: Tuesday 31<sup>st</sup> August 2021**

1. Ethical Challenges in the Work Place
2. Reinforcing Ethical Behaviour in the Work Place
3. Unacceptable Behaviour in the Civil Service

### **DAY 3: Wednesday 1<sup>st</sup> September 2021**

1. Concept of Change Management
2. Concept of Time Management
3. Concept of Delegation and Levels of Delegation
4. Communications Skills

### **DAY 4: Thursday 2<sup>nd</sup> September 2021**

1. Concept of Decision Making
2. Concept of Team Building
3. Conflict Management and Resolution
4. Concept of Motivation

### **DAY 5: Friday 3<sup>rd</sup> September 2021**

1. Ethical Leadership
2. Negotiation Skills
3. Coaching and Mentoring

## **TRAINING OBJECTIVES**

- Articulate the different leadership styles and to determine the one suitable in the Civil/Public Service.
- Exhibit relevant leadership skills for effective work
- Understand the concept of Ethics as a guiding principle in judgment & decision-making and being able to identify Unethical Behaviors in the Civil Service
- Appreciate that Ethical Behavior Enhances Effectiveness And Efficiency
- Understand what is Change Management, recognize the need for Change and adopt best practice methods for managing Change
- Explain the concept of Time Management, identify time wasters and effective ways of managing time in the work place
- Understand the steps in Decision Making and remove biases in Decision Making process
- Understand what Delegation is, the elements of Delegation and the process and rules for Effective Delegation
- Understand the concept of Team Building, Team Development and Benefits of Team Work

## **TRAINING METHODOLOGY**

- The various courses/topics were delivered using Power Point Presentations
- The sessions were interactive, not facilitator-centred
- Simulation exercises were covered to enhance in-depth understanding and practical experience sharing
- Development of Action Plan by each participant



**One of the Facilitators Presenting**

## **OPENING CEREMONY**

The five days training in Ethical Leadership commenced with a formal opening ceremony chaired by the Senior District Officer for Kenema, Mr William Ngebai. Other members of the High Table included Mr Matthew M.B Beckhio, Director of Training and Career Development-HRMO; Mr Chernor I. Mansaray, Deputy Director of Training and Career Development-HRMO; Mr. Augustine Fogbai, District officer-Kono; Mr Charles M. Kailie, District Officer-Kailahun.

In his opening remarks, the Mr Ngabai heartily welcomed members of the High Table, the training team from Freetown and participants and further registered his sincere delight for chairing the opening ceremony. He tendered the apology of the Provincial secretary who was unavoidably absent.



#### **The Senior District Officer Speaking at the Opening Ceremony**

The Director of Training and Career Development, Mr Beckhio conveyed warm felicitation from the Director-General of HRMO and intimated that this training was the first to be conducted for Civil Servants in the regions after several of such trainings had been done in the western Area. He then gave a historical background of the ELQPI course dating back to 2012 when the Civil Service Training Centre in Ghana, with funds from the Japanese International Cooperation Agency (JICA) organised an Ethical Leadership and Quality Productivity Improvement Course, fondly called ELQPI for Civil and Public Servants in Ghana, Sierra Leone and Liberia. He added that this training is the fourth cohort of ELQPI training for civil/public servants as part of plans to cascade it across the Civil/Public Service.

Both the District Officers of Kono and Kailahun also noted their pleasure to be part of a historic event and urged their colleague participants to make the best of the opportunity

In absence of further statements, Mr. Beckhio then declared the training formally open and this was climaxed by a group photograph as shown below.

The training was climaxed with a closing ceremony and the award of certificates of participation to all the participants.



## KEY CONCERNS/OUTCOME

1. Participant found the training very relevant and timely and vowed to put into practice the ethical values learnt and experiences shared
2. There is need to escalate the ELQPI training to the political class, the Permanent Secretaries and Heads of Department
3. HRMO should find a way to monitor the process and criteria used by MDAs to transfer staff especially to the provinces
4. The need for regular capacity building for staff in the regions through tailor-made trainings that address the soft skills necessary for the day-to-day delivery of service
5. Salary disparity poses serious threat to effective service delivery and staff retention
6. Housing and office accommodation needs to be looked into. The need to take advantage of the 20,000 affordable housing project by the Ministry of Lands by ensuring that it caters for the Civil Servants as well, especially at district level



**Group Work by Participants**

## EVALUATION OF THE TRAINING

By the close of the five days training, an evaluation of the training was carried out by eighteen (28) participants using semi-structured questionnaires. The DTCD analysed the evaluation forms and the outcome of the analysis is as follows:

### ***Organization of the Training***

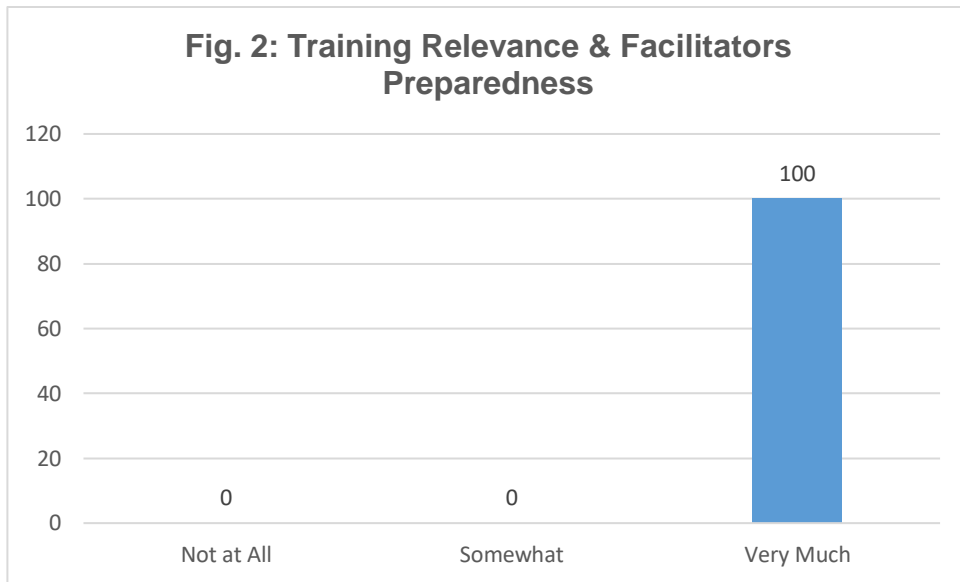


From the figure above, 94% of participants rated the overall organization of the training as very good, whereas 6% rated it as somewhat good. This shows that the training was well organised and participants were very satisfied with the manner in which the training was organised, though there is some room for improvement. This indicates that the Directorate has made tremendous effort to improve on the organization of the ELQPI training.

### ***Relevance of the Training & Preparedness of Facilitators***

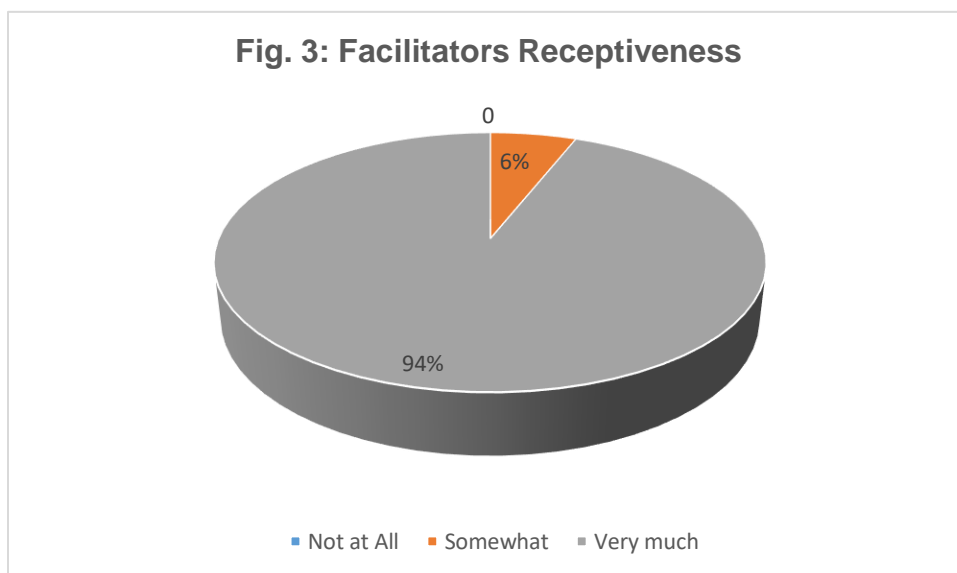
Regarding the relevance of the training to participants work and the preparedness of the facilitators in the delivery of the various topics, participated rated both 100%. This is a pointer to the fact that the training was not only germane to the work needs of participants, but additionally, the content of the course was well delivered by facilitators as clearly shown in figure 2 below:



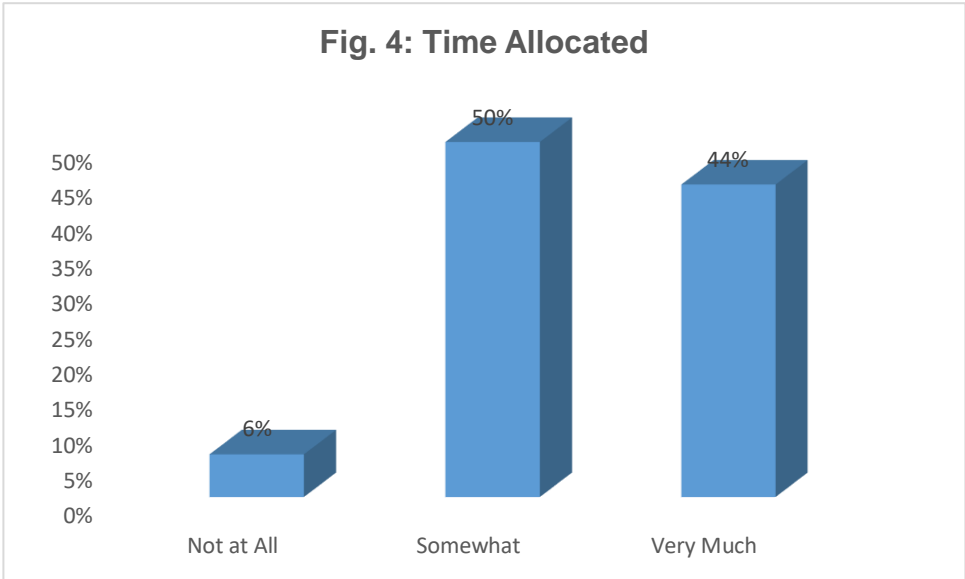


***Receptiveness of Facilitators to Participants Comments/Questions***

In fig. 3: below, 94% of participants opined that the facilitators were very much receptive to their comments and questions while 6% rated them as somewhat receptive. This is an indication that participants were quite satisfied with the openness of facilitators to their interjections in the form of comments and questions for better understanding of the concepts. This shows that participant-facilitator interaction was high and productive, and must be maintained in subsequent training sessions



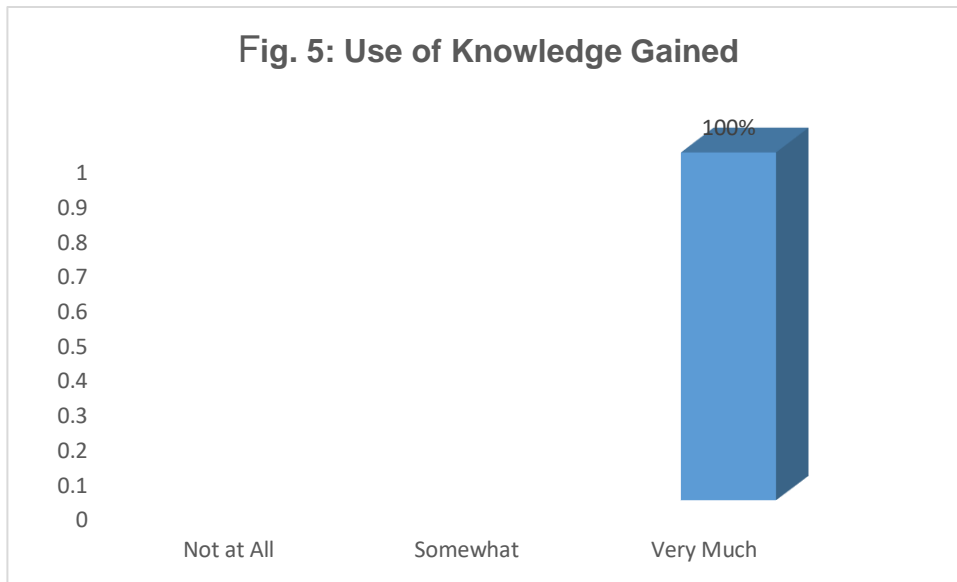
**Time Management**



According to figure 4 above, 6% rated the time allocated to each presentation as not enough at all, 50% rated it as somewhat sufficient while 44% rated it as very sufficient. The analysis shows that much attention should be paid to time management as there is need to improve on the overall time management of the ELQPI training if greater impact is to be realised. The Directorate notes this with utmost concern and will ensure that the needful is done in future trainings.

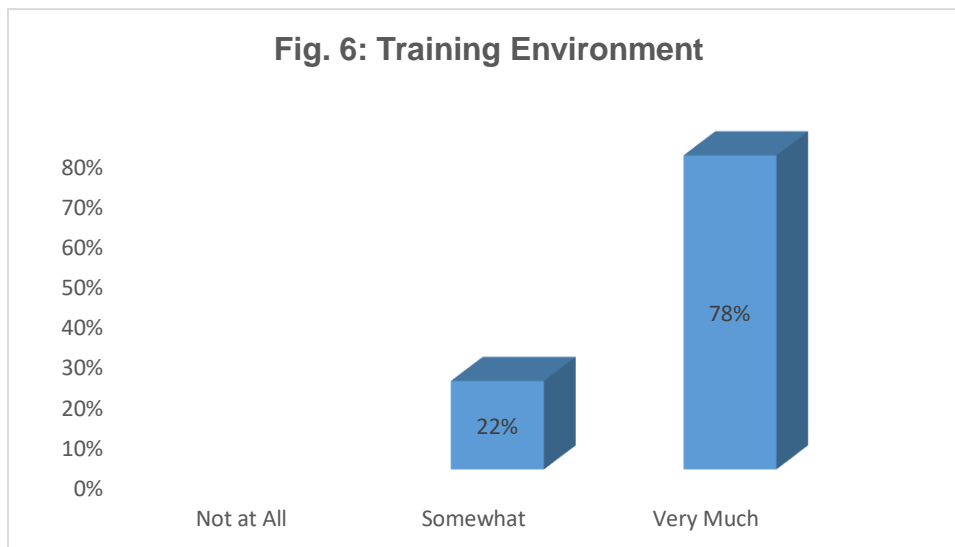
**Use of the Knowledge Acquired**

From figure 5 below, 100% of the participants agreed that they would use the knowledge gained at the training in the discharge of their duties. This is a manifestation that the participants found the training quite relevant to their work to an extent that they are very willing to use the knowledge gained during the discharge of their official duties. This is an encouraging sign that there is need to continue to cascade the ELQPI across the Civil Service.



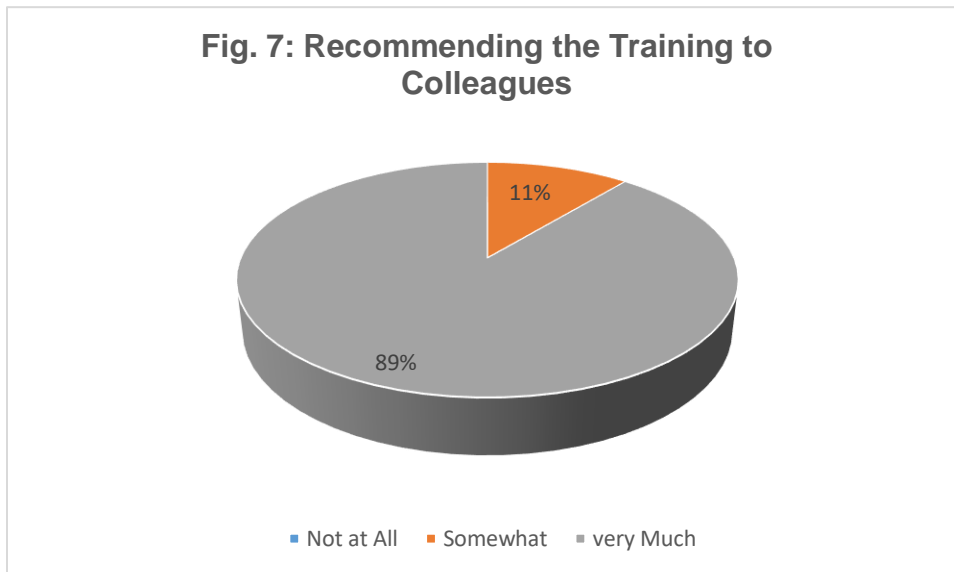
### ***Training Environment***

As depicted in figure 6, 78% of participants were of the view that the training environment was very much conducive while 22% rated it as somewhat conducive. Overall, much as the greater majority of participants were satisfied with the training environment, additional attention should be paid to this in making sure that the training environment becomes more conducive to foster effective learning.



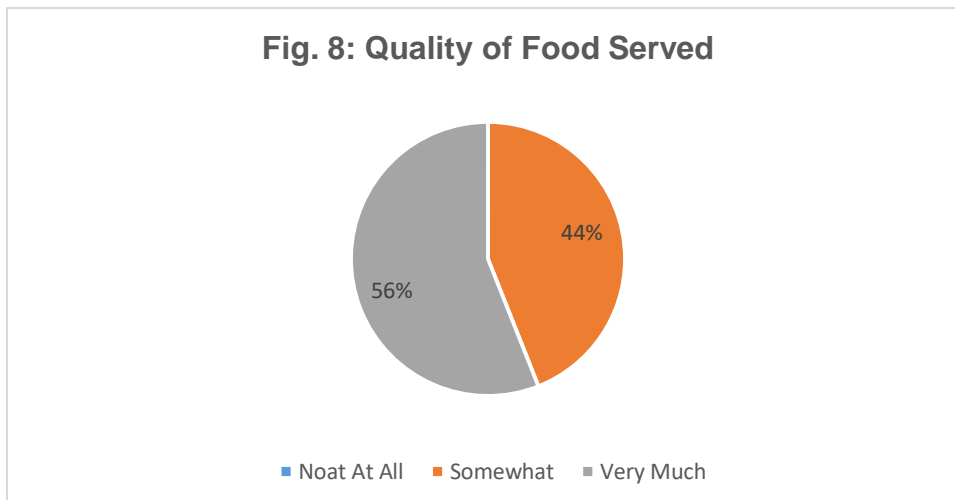
### ***Recommending the Training to a Colleague***

As seen in figure 7 below, 89% of participants agreed that they would recommend the ELQPI training to their colleagues, while 11% were not quite sure to recommend the course to colleagues. What this manifests is that a small fraction of participants needs to be given some additional attention in order to bring them up to speed regarding the importance of the ELQPI course during the second phase of the training.



### ***Quality of Meals Served***

With regards to the quality of food provided during the training, 44% of the participants opined that it was somewhat good, while 56% agreed that the quality of the meals served was very good as shown in the diagram below. The analysis reveals that further attention needs to be directed towards the quality of meals served during trainings.



## APPENDIX 1. List of Participants

No.	NAME	PIN CODE	DESIGNATION	MDA/LOCATION	CONTACT
1	Saifulah Bah	1132505	Social Services Officer	Kenema	076-990535
2	Emmanuel Kamara	137662	Asst. District Officer	Kenema	076-661198
3	Amara S. Conteh	132177	Assistant Secretary	Kenema	078-400292
4	Dominic D. Kpulun	160928	Executive Officer	Kenema	078-690839
5	Charles M. Kailie	160055	District Officer	Kailahun	076-718287
6	Augustine Fogbai	128454	Senior District Officer	Kono	076-882982
7	Musa S. Mansaray	138668	Assistant Secretary	Kenema	078-690839
8	Kabba Issa Bangura	114056	Immigration Officer	Kono	078-986817
9	Brima S. Bangura	128508	Dep. District Agric. Officer	Kono	079-639454
10	Fayia Lamin	134664	Block Ext. Supervisor	Kailahun	076-574604
11	Sahr Ruben Suluku	131365	Dep. Dir. of Education	Kailahun	076-425663
12	Joseph Kai	132504	Social Services Officer	Kono	078-404084
13	Alpha Lahai	131550	Land Guard	Kenema	078-714748
14	Tamba Bundor	132495	Sen. Occ. & Safety Officer	Kenema	078-352543
15	Richard Koroma	132539	Sen. Labour & Emp. Officer	Kono	076-865696
16	Delphis Dumbuya	131415	HR Officer	Kenema DHMT	078-182705
17	Sylvester T. Momoh	135580	CHO	Kenema DHMT	079-177440
18	Zainab Swaray	133390	Mid wife	Kenema Hosp	078-838879
19	Hawa K Samba	130836	Asst HR Officer	Kenema Hosp.	076-850440
20	Umaru Koroma	134647	Tourist Officer	Kenema	076-161630
21	Hannah Small Jusu	138868	SECHN	Kailahun Hosp.	079-770503
22	Lebbie Borbor	105369	SECHN	Kailahun Hosp.	076-533112
23	Mariama Jibateh	123633	District Health Sr.	Kono DHMT	076-920119
24	David Yorpoi	105436	HR Officer	Kono DHMT	076-677128
25	Richard Moiwo	134718	Political Affairs Officer	Kenema	030-203607
26	William Ngebai	128384	Senior District Officer	Kenema	076-775248
27	Samuel Kamara	132508	Sen. Soc Ser. Officer	Kailahun	078-975234
28	Brima Kallon	133443	Culture Officer	Kenema	099-515088



## Appendix 2: List of Trainers/Facilitators

No	Name	Designation	Institution
1	Matthew M.B. Beckhio	Director, Training and Career Development	Human Resource Management Office
2	Chernor I. Mansaray	Deputy Director, Training and Career Development	Human Resource Management Office
3	Ibrahim Koroma	Senior Assistant Secretary	Human Resource Management Office
4	William Ngegbai	Senior District Officer	District Office, Kenema
5	Dr. Philip Kongolay	Lecturer	Milton Margai Technical University