

REPORT

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



**ORGANISED BY THE HUMAN RESOURCE MANAGEMENT
OFFICE FROM 6TH- 10TH SEPTEMBER 2021.**

**AT THE WOMEN AND YOUTH STRENGTHENING TECHNICAL
TRAINING CENTRE (WAYS), BO
SEPTEMBER 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 Southern Region.

The training was organised by the Human Resource Management Office (HRMO) from **6th to 10th September, 2021 at the Women and Youth Strengthening Technical Training Centre, Gbaima Road, Bo.** Participants were drawn from the following MDAs:

1. Ministry of Local Government and Rural Development
2. Ministry of Basic and Senior Secondary Education
3. Ministry of Lands, Country Planning & the Environment
4. Ministry of Health and Sanitation
5. Ministry of Social Welfare
6. Immigration Department
7. Ministry of Agriculture and Forestry
8. Ministry of Water Resources



Group photo of participants after the opening ceremony

COURSE CONTENTS/TRAINING MODULES

DAY 1: Monday 6th September, 2021

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

DAY 2: Tuesday 7th September 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 8th 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 9th September 2021

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

DAY 5: Friday 10th 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 an Action Plan by each participant for implementation in the various offices



Group work by participants

OPENING CEREMONY

The five days training in Ethical Leadership commenced with a formal opening ceremony chaired by the Assistant District Officer for Bo, Mr Samuka Kawa in the absence of the Provincial Secretary and the Senior District Officer. 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. Ishiaka Turay, District Officer-Pujehun; Mr Arun Kei Turay, District Officer-Moyamba; Mr Alpha Moi Sowa, District Officer-Bonthe.

In his opening remarks, the Mr Kawa warmly welcomed members of the High Table, the training team from Freetown and participants to the City of Bo and assured them of security and safety. He conveyed the apologies of the Provincial Secretary and the Senior District Officer who were unavoidably absent. He noted the importance of trainings, stressing that no training is small, considering the knowledge and skills to be acquired at the end.

The Director of Training and Career Development, Mr Beckhio conveyed warm greetings from the Director-General of HRMO and intimated that this training was the second to be conducted for Civil Servants in the regions after several of such trainings had been organised in the western Area. He went on to give 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.

Other members of the high table also made statements and expressed their delight for the consideration given to the districts to benefit from such a training opportunity. They further assured that they would give their utmost attention and cooperation to make the training a success. The training was then declared formally by Mr Beckhio.

There was also a closing ceremony which was climaxed by the award of certificates of participation to all participants. During the course of the training, the Director-General of HRMO, Mr. Ansu S. Tucker, while in Bo on another official engagement, made brief stop at the training venue and made a statement. He noted the ongoing reforms in the Civil Service, including the process of reviewing the Civil Service Code, his outreach initiative to staff at district level and the efforts to harmonize salary across the Public Service. He assured them of plans to bring training at the door step of the workers in the regions and that the ELQPI training is just one among such training interventions



Facilitator making a presentation

KEY CONCERNS/OUTCOME

1. The need to escalate the ELQPI training to Political heads, Permanent Secretaries and Heads of Department as well as support staff
2. HRMO to engage the leadership of Ministry of Social Welfare and the Ministry of Gender & Children's Affairs, through Messers Francis Kabia and Mohamed Vandi, to discuss the lack of upward mobility for their staff in the Bo, Pujehun, Moyamba among others
3. The current Daily Subsistence Allowance (DSA) needs to be revised to match the present economic situation nationally and internationally
4. Provincial Administration is marred with series of challenges ranging from inadequate accommodation, insufficient office space, late disbursement of funds, inadequate personnel and dependency on volunteers, salary disparity etc.
5. The need for more training opportunities both at district level and abroad
6. Great resolve by participants to cascade the knowledge gained to their colleagues

EVALUATION OF THE TRAINING

At the end of the five days training, an evaluation of the training was carried out by thirty (30) participants using semi-structured questionnaires. The DTCD analysed the evaluation forms and the outcome of the analysis is as follows:

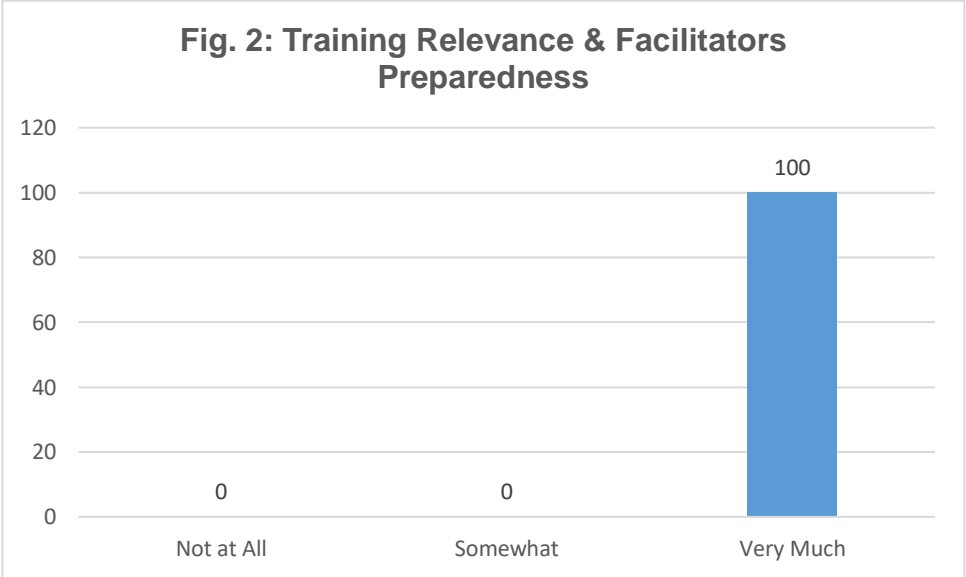
Organization of the Training



From the figure above, 95% of participants rated the overall organization of the training as very good, whereas 5% 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.

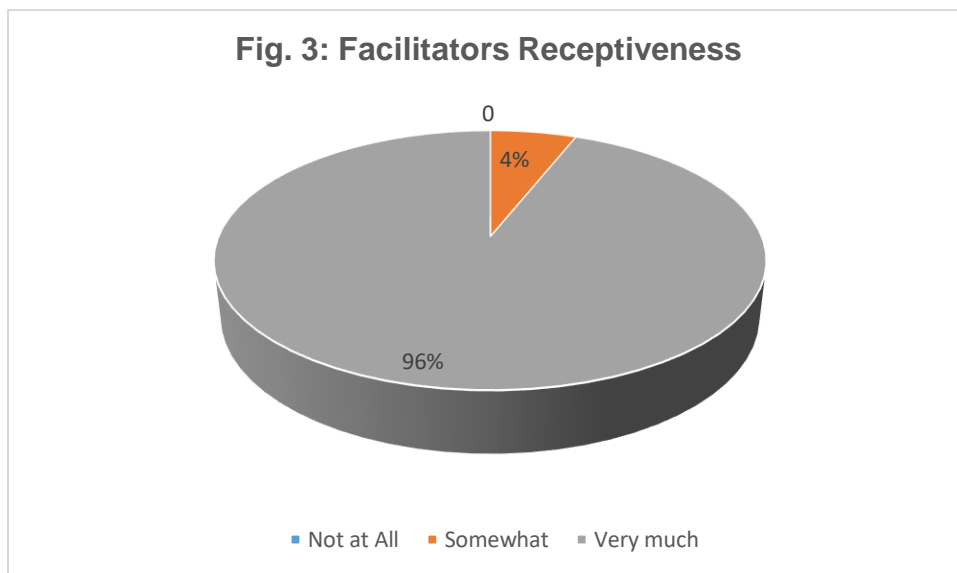
Relevance of the Training & Preparedness of Facilitators

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:

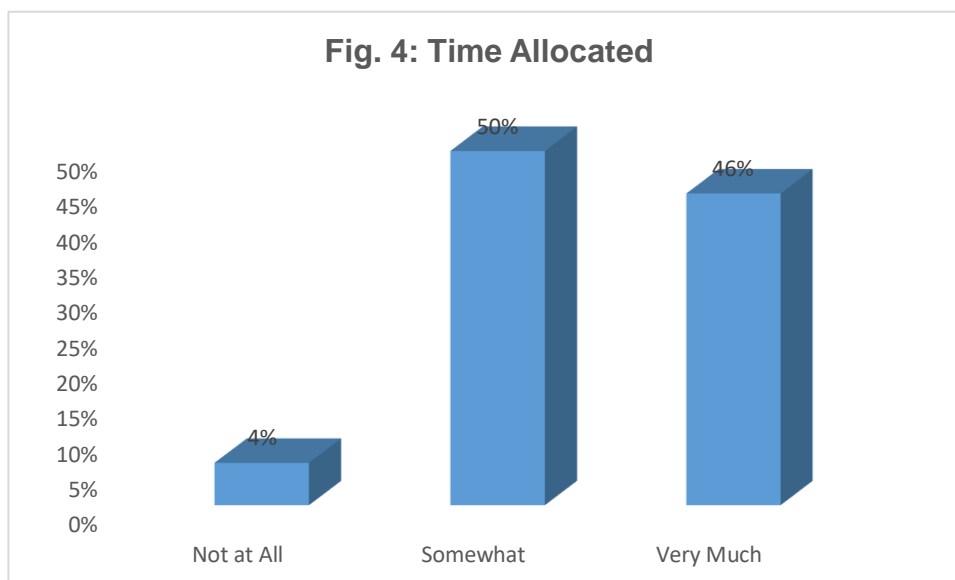


Receptiveness of Facilitators to Participants Comments/Questions

In fig. 3: below, 96% of participants opined that the facilitators were very much receptive to their comments and questions while 4% 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



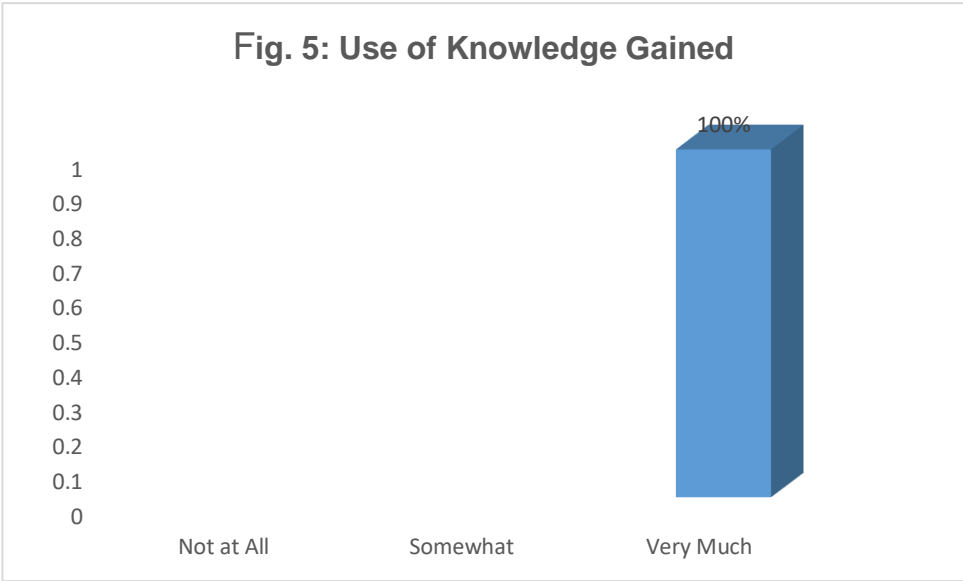
Time Management



According to figure 4 above, 4% rated the time allocated to each presentation as not enough at all, 50% rated it as somewhat sufficient while 46% 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.

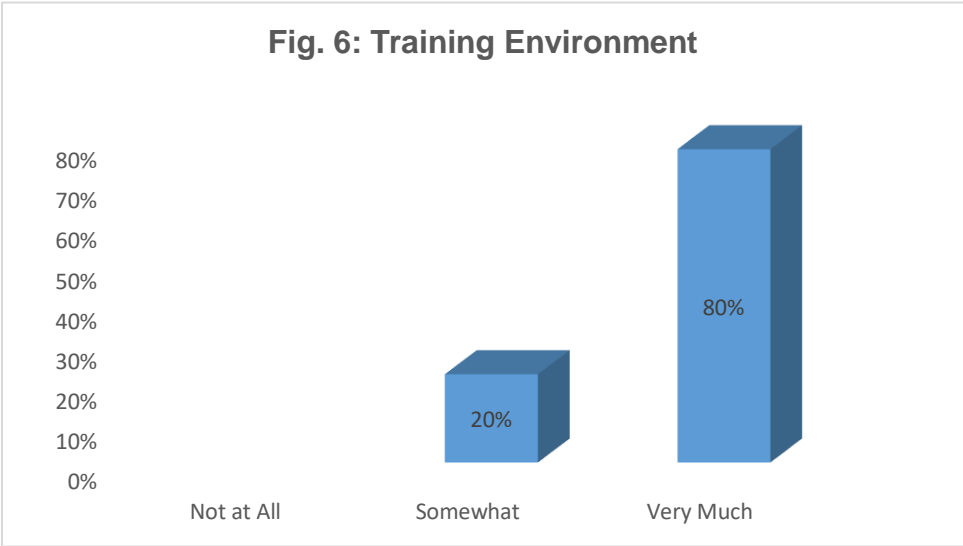
Use of the Knowledge Acquired

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

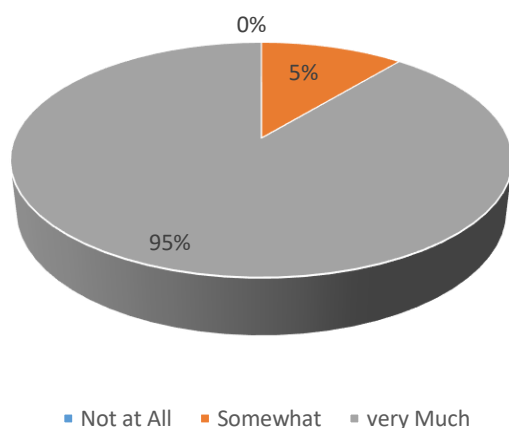
As depicted in figure 6, 80% of participants were of the view that the training environment was very much conducive while 20% rated it as somewhat conducive. Overall, much as the greater majority of participants were satisfied with the training environment, additional attention should be paid to this in making sure that the training environment becomes more conducive to foster effective learning.



Recommending the Training to a Colleague

As see in figure 7 below, 95% of participants agreed that they would recommend the ELQPI training to their colleagues, while 5% 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.

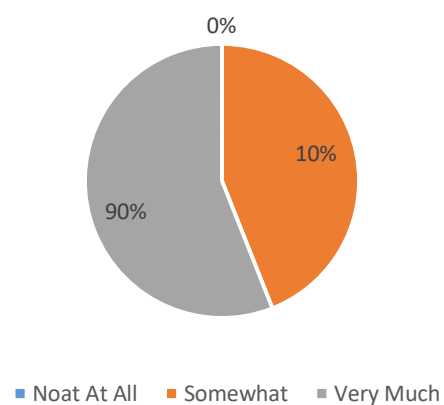
Fig. 7: Recommending the Training to Colleagues



Quality of Meals Served

With regards the quality of food provided during the training, 10% of the participants opined that it was somewhat good, while 90% agreed that the quality of the meals served was very goods shown in the diagram below. The analysis reveals that further attention needs to be directed towards the quality of meals served during trainings.

Fig. 8: Quality of Food Served



APPENDIX 1. List of Participants

No.	NAME	PIN CODE	DESIGNATION	MDA/LOCATI ON	CONTACT
1	Charles K. Lamin	136911	Assistant Secretary	Bo	078-393551
2	Rashid F. Magbie	137467	Assistant Secretary	Bo	078-637586
3	Samuka Kawa	137465	Asst. District Officer	Bo	099-247290
4	Adama Kamara	137402	Asst. District Officer	Bo	078-565807
5	Alpha Moi Sowa	450644	District Officer	Bonthe	078-448052
6	HarounKehTuray	128429	District Officer	Moyamba	076-357192
7	Ishaga M. Turay	128516	Distirct Officer	Pujehun	076-547356
8	Samuel B. Palmer	129021	Dep. District Agric. Officer	Bo	079-143715
9	Tamba C. Kallie	132649	Dep. District Agric. Officer	Bonthe	076-363978
10	Ann Marie George	134578	Dist Crops Officer	Moyamba	078-264328
11	Prince Ngebeh	131231	Deputy Director of Education	Pujehun	076-803134
12	Kai Wusani	128344	Deputy Director of Education	Moyamba	076-647950
13	Peter K. Abdulai	131230	Inspector of schools	Bo	076-252930
14	Cecelia J. Sorie	126707	Dist Health Sister	Bonthe	076-604732
15	Sahr S. Moigua	-	Town Planner	Bo	078-588835
16	Joseph Kobbie	127858	Land Officer	Pujehun	078-842355
17	Dr.Boma B. Sesay	107781	Medical Officer	Bonthe Hosp.	076-757468
18	Josephine Juana	106321	Sen. Pub. Health Superintendent	Bo DHMT.	076-796359
19	Anthony Paul Lahai	138027	Pub. Health Superintendent	Bo DHMT	078-276658
20	Aminat B Mattia	124802	Matron	Bonthe Hosp.	076-644709
21	Joseph Sifoi	137369	Youth Officer	Bonthe	079-003571
22	Aminata Tucker	137360	Youth Officer	Moyamba	078-371700
23	LahaiFeika	131251	Dep Dir. Education	Bonthe	078-808562
24	John Smith	132542	Social Services Officer	Bonthe	078-636957
25	AbdulaiKoroma	132540	Social Services Officer	Moyamba	076-202801
26	Alhaji Mansaray	132450	Social Services Officer	Pujehun	078-221254
27	Abu Bakarr S. Sesay	133533	District Water Mapping Engineer	Moyamba	078-675974
28	James Kobbie	133557	District Water Mapping Engineer	Pujehun	078-218200
29	Abdul A. Daramy	137363	Youth Officer	Pujehun	088-919806
30	Wilson SaliaKoroma	132491	SenSoc Ser. Officer	Bo	078-044447

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	Samuka Kawa	Assistant District Officer	District Office, Bo
5	Dr. Philip Kongolay	Lecturer	Milton Margai Technical University