

Republic of Sierra Leone
HUMAN RESOURCE MANAGEMENT OFFICE
(HRMO)

April 2018 - April 2019 Status Report

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Acronyms and Abbreviations

AGD	- Accountant General's Department
CCP	- Common Cadre Personnel
CSR	- Civil Service Reform
CSTC	- Civil Service Training College
CSTN	- Civil Service Training Needs
CSA	- Corporate Strategy and Administration
DHRPB	- Directorate of Human Resource Planning and Budgeting
ELQPI	- Ethical Leadership for Quality Productivity Improvement
E U	- European Union
GS	- Governance Sector
HR	- Human Resource
HRMO	- Human Resource Management Office
HRO	- Human Resource Officer
IPAS	- Individual Performance Appraisal System
MDAs	- Ministries Department and Agencies
MS	- Management Service
MTA	- Ministry of Transport and Aviation
MTCA	- Ministry of Tourism and Cultural Affairs
NCRA	- National Civil Registration Authority
NBVE	- National Biometric Verification Exercise
PHs	- Professional Heads
PPP	- Pay and Performance Project
PSR	- Public Sector Reform
PSRU	- Public Sector Reform Unit
PS	- Performance Secretary
PTA	- Partner Technical Assistance
RRI	- Rapid Result Initiative
RSD	- Recruitment and Selections Directorate
SIMC	- Stores and Inventory Management Cadre

SS - Scheme of Service
WB - World Bank
WF - Work Force

Executive Summary

The Human Resource Management Office (HRMO) is the central personnel agency of the Sierra Leone Government charged with the responsibility of providing human resource policies and advisory services and also managing the Civil Service workforce to effectively and efficiently deliver services to the Government and people of Sierra Leone. Following the 2018 General elections and the appointment of the Director General of the Human Resource Management Office (HRMO), the institution stepped up immediately to better support Government policies and continue to facilitate the most significant Civil Service reform programmes.

To complement government effort, HRMO in the past one year has been working with the European Union (EU) to design the 11th European Development Fund (EDF) to the tune of twenty-seven million (27,000,000) Euros over the next 5 years to support the Governance Sector in Sierra Leone with the overall objective of strengthening democracy and good governance. The EU Support to the Governance Sector will provide Technical Assistance in the following components/areas: Democratic Support to the Electoral Cycle and Parliamentary Support, Civil Registration, and Civil Service Reform. HRMO and the Public Service Commission (PSC) will benefit from the Civil Service Reform component of the EU support in the sum of Two Million Five Hundred Thousand Euros to support the institutional and Legislative frameworks including capacity building, training, Monitoring & Evaluation including gender mainstreaming in the management of human resources in the Civil Service.

In the area of Reforms, the HRMO has in the past year focused on providing technical backstopping to Pay Reform intended to ensure that public sector pay and incentive system is not only able to attract and retain the requisite skills, but that it is also applied in a consistent and sustainable manner so that public sector pay fairly reflects the work that public or civil servants actually perform. We are working in collaboration with the Public Sector Reform Unit (PSRU) to establish the Wages and Compensation Commission as promulgated by the Minister of Finance in his Budget Speech to Parliament in June, 2018. The Wages and Compensation Commission will rationalize and harmonize the current distorted pay and compensation system across the Public Service to ensure that pay reflects actual work done. HRMO has actively

participated in the nation-wide consultations led by the PSRU and it is anticipated that findings from these consultations will further strengthen citizens' participation, transparency and accountability in Public Financial Management (PFM).

To further promote accountability and probity in the use of public funds, we collaborated with the Ministry of Finance (MOF) and National Civil Registration Authority (NCRA) to undertake a Nationwide Biometric Verification Exercise (NBVE) of Civil Servants as well as public workers in order to minimize wastages and address the challenges affecting the payroll system. The outcome of the exercise revealed that a total of 9,785 employees had fraudulent or suspicious cases which is now subject to further investigations. This exercise yielded dividend and findings from the verification exercise will continue to play a critical role in the quest to maintain payroll credibility.

A Civil Service Payroll Data Clean Up Unit was set up in HRMO and equipped to undertake the clean-up exercise and as at April, 2019 more than 98% of PIN Coded staff on the civil service Payroll have been given NASSIT Numbers, backlog retirements cleared, and other vital HR data corrected in the payroll in order to improve its credibility.

As a follow up to His Excellency's clarion call for public officers to adhere to the scheduled workings hours, the HRMO in collaboration with the Ministry of Information and Communication (MIC), Ministry of Finance, NCRA, the Directorate of Science, Technology and Innovation at State House and other relevant stakeholders are engaging to develop a Digital Time and Attendance Management System that will be linked to the civil service payroll to track and monitor employee attendance in MDAs.

In support of the New Direction Agenda, which emphasizes the need to strengthen and modernize the Civil Service for effective and efficient service delivery, the HRMO and Office of the Head of the Civil Service in collaboration with other stakeholders are championing the reintroduction of a Hire- Purchase scheme for serving officers in the civil service to enable them own their own vehicles. Consultations are still going on which will culminate in the crafting of a Cabinet Memorandum for approval of Cabinet and the eventual implementation of the scheme.

To deliver on our mandate and ensure we are consistent with Government's agenda, we have focused on making HRMO more responsive to the needs of its clients. As part of this, we

reviewed our internal operations and reprioritised the way we did some of our business processes. We also revived the monthly leadership seminars comprising the Civil Service Leadership (The Secretary to the President and the Secretary to Cabinet and Head of the Civil Service), Permanent Secretaries and Professional Heads. In these meetings, critical government policies relating to the Civil Service are discussed and solutions proffered.

In addition, the last 12 months have demonstrated strong leadership in a dynamic environment where the Director General of the HRMO visited Civil Servants in the provinces for the first time ever in the history of the Civil Service to discuss government's agenda and the role of the Civil Service in fostering democratic governance.

Also, HRMO continued to embed key human resource management tools such as Performance Management on Civil Servants across MDAs to enhance effective and efficient service delivery. Individual Performance Appraisal System (IPAS) is important in aligning individuals' goals and career development needs with the overarching outcomes across the service. When performance management was introduced in the public service in 2012 and cascaded down to the Civil Service, only officers in Grades 7 and above were subjected to the appraisal system. This was meant to build capacity and better understanding of the performance management system before applying it to the rest of the service. As training and capacity building was stepped up in recent times, HRMO in early 2019 cascaded IPAS to the rest of the Civil Service in Grades 6 – 1, which accounts for 70% of the total work force.

In line with His Excellency the President's inaugural speech to support recruitment of 3,000 health workers to improve capacity building in the health sector, a total of 1,640 appointments including re-designation and transfers of various cadres across MDAs were done. In addition to the Ministry of Health, HRMO carried out the recruitment of 36 Fisheries Officers in the Ministry of Fisheries and Marine Resources and 23 professional staff of the newly created Ministry of Technical and Higher Education.

In a bid to address the problem of unauthorized and prolonged stay of interns in MDAs, HRMO developed a set of Guidelines on Internship placement to regulate the placement of students as interns in government MDAs. The Internship Guideline is meant to ensure a well-coordinated internship placement programme which provide fair opportunity to all undergraduate students whose course of study requires internship placement and to provide the platform that facilitates

interns to acquire work-related knowledge and experience in a given institution within a stipulated timeframe.

The Training Directorate also undertook an impact assessment of training activities carried out by HRMO and CSTC for the period 2015 to 2017 across MDAs in the Western Area and eight Districts. The rationale was to measure the impact of the various training interventions conducted and coordinated by HRMO and CSTC. The Training Impact Assessment provided an opportunity for the HRMO, CSTC, MDAs and other stakeholders to know the level of impact of the various training activities on civil servants and their MDAs, including areas that require improvement. The Report of the exercise is quite satisfactory to make further improvement on the delivery of training programmes in the civil service.

As part of efforts to complement the on-going Civil Service reforms, the Civil Service Training College (CSTC) with support from the HRMO, conducted both short and medium term mobile training activities for 60 Civil Servants in Grades 2-6 in Kailahun and Bonthe Districts, respectively, to enhance effective service delivery. With regard to the medium term training, the college has for the 2018/2019 academic year enrolled 40 Civil/Public Servants to pursue both the diploma and postgraduate diploma in various disciplines. 30 of those students are Civil Servants nominated by the HRMO from various MDA's while the remaining 10 are Public Servants also coming from various MDA's.

The HRMO is responsible for administering the Civil Service retirement and redundancy framework. As part of assisting the wider public sector to implement this framework, HRMO provides general advice and support to MDAs on retirement requirements. From April 2018 to May 2019, HRMO effected 420 retirements across the Civil Service which has created more space for recruitment to fill the consequential vacancies.

To ensure that our strategic priorities remain consistent across MDAs, and to continue to deliver the best outcomes for civil servants, the DG together with his Directors developed Performance Tracking Tables (PTTs) and invariably a Work Plan. The 2018/2019 plan reflects HRMO's collective vision and values going forward. To successfully implement organizational change, positive

messaging, strong leadership and proper processes are required to ensure a smooth transition and the best outcomes for those involved.

The work undertaken by HRMO over the reporting period has positioned us well to assist the Public Sector leaders through this process. It is observed that over the last year, leadership matters including Civil Service leadership has showcased their ability to be mobile, agile and resilient. The leadership provided across MDAs during a year of change has enabled high-quality services to be delivered to the citizens, while workforce outcomes have been implemented. It has certainly been a unique year for HRMO. This year's achievements contained in the report, reflect the passion of the strong work force and professionalism in undertaking this work.

Introduction

This report is designed to provide you with the achievements of HRMO for the period under review. It also provides its purpose, services and performance. It presents our work in the context of the priorities stated in our work plan, Performance Tracking Tables (PTTs), National Development Agenda (NDG) and outlines our contribution to broader government desired outcomes.

The report is divided into three key sections.

- an overview of HRMO's work force, its vision, mission and strategic goals. It also introduces our senior management team.
- Significant achievements for the period under review and
- Outline of the key challenges affecting the institution
-

HRMO Profile

a. Who we are

The HRMO is an independent institution which was officially launched by H.E. The President on 7th August, 2008 after approval by Cabinet in Memorandum CP (2006)6 with policy assistance and oversight roles. Our objective is to manage the human resource of the civil service and develop leadership and expertise to support the integrity, effectiveness and efficiency of Civil Service administration in Sierra Leone. To achieve these goals we have identified four strategic priorities:

- increase efficiency, flexibility and integrity
- provide support to governance and leadership
- build an accountable and knowledgeable workforce
- promote openness and transparency in evaluation and reporting.

Apart from the Cabinet Conclusion, the HRMO draws its mandate from a combination of the 1991 Constitution, the Civil Service Codes and the Public Service Commission (PSC) Regulations. The human resource duties exercised by HRMO are mainly derived from “Delegated Authority” of the PSC consistent with the 1991 Constitution of Sierra Leone.

b. Mission:

- Formulate and advise Government on human resource policies and also manage and develop the workforce of the Sierra Leone Civil Service for efficient and effective service delivery.

c. Vision:

- The HRMO to be a centre of excellence and expertise in HR management, developing high quality, relevant HR policies, and operating to high ethical standards.

d. Our values

The HRMO upholds the following values and principles, which also represent the overall values and principles of the Sierra Leone Civil Service

- **Selflessness:** nationalism in decision making
- **Professionalism:** exhibit a high degree of competence and best practices in what we do
- **Transparency and Accountability:** accountable in what we do
- **Professionalism:** decisions shall be impartial, transparent and diligent at all times
- **Transparency and Accountability:** accountable in what we do
- **Integrity:** responsive and professional in our service delivery
- **Impartiality:** Justice, fairness, equity and impartiality are the prime values of the Civil Service.

e. HRMO Structural Framework

The Human Resource Management Office is headed by the Director-General and divided into the following Directorates:

- I. **Human Resource Planning and Budgeting (HRPB):** HRPB Directorate assesses and plans the human resource requirements of the Civil Service, co-ordinates preparation of the human resource management plans and budgets of MDAs and controls the approved HR budget of the MDAs.
- II. **Performance Management Directorate (PMD):** PMD manages the Individual Performance Appraisal System (IPAS) in the Civil Service in compliance with the applicable policies and procedure; design and implementation of a Monitoring and Evaluation System for IPAS including testing and applying the appropriate tools and framework and facilitate knowledge building and knowledge sharing in the Civil Service on Performance Management in general and Individual Performance Appraisal in particular.
- III. **Management Services Directorate (MSD):** MSD maintains its work focusing on organisational efficiency, improved structures, systems and processes so as to ensure effective and efficient utilisation of employees for the realisation of policies and mandates of MDAs.
- IV. **Payroll Administration Directorate (PAD):** this Directorate has the strategic mandate of processing monthly salaries and allowances for civil servants in a timely, accurate and transparent manner as well as maintaining the integrity of the payroll.
- V. **Training and Career Development Directorate (TCD):** TCD is to develop the Capacity of Civil Servants through Formal Training Courses, Coaching and Mentoring for Better Performance and Effective Service Delivery.
- VI. **Recruitment and Selection Directorate (RSD):** provides a centralized recruitment and placement service for the Civil Service of Sierra Leone and to serve as the main liaison between the Human Resource Management Office and the Public Service and Health Service Commissions on Recruitment, Appointment, Promotion, Confirmation of

Appointment, Acting Appointment, Gazetted Acting Appointment, Special Appointment, Re-Designation and Transfer of staff in the civil service.

- VII. **Directorate of Corporate Strategy and Administration (CS&A):** provides Strategic and Administrative support to the Director General for the formulation and implementation of Human Resource Policies and procedures in the Sierra Leone Civil Service.
- VIII. **Staff Welfare and Employee Relations Directorate:** provides good and healthy work environment and relationship, maintain high ethical standards, discipline and ensure a dignified exit for retirees in the civil service.

f. Senior Management Team as at May 2019



Director General



Dir. SWER



Dir. R&S



Dir. PM



Dir. Payroll



Dir. HRPB



Dir. T&CD



Dir. MS



Dir. Corp & Admin

HRMO Work Force April 2018 – April 2019

As at 30 April 2019, the HRMO comprised of 84 staff (headcount) that are all working full time. Over the years, our staff strength dropped due to the government moratorium on recruitment. We support flexible working arrangements where possible, providing opportunities for staff to develop their potential through further trainings. The table below shows HRMO work force.

No	Directorate	No .of Staff
1	HR Planning and Budgeting	15
2	Performance Management	4
3	Recruitment and Selection	13
4	Payroll Administration	10
5	Staff Welfare & Employee Relations	9
6	Training & Career Development	5
7	Management Services	3
8	Corporates	25
	Total	84

Overview of HRMO Key Achievements

The Civil Service administration is largely dependent on the public’s trust in its institutional integrity and ability for Civil Servants to uphold the public interest. The Director General (DG) has a legislative role to oversee the civil service and report on HRMO’s activities.

Civil Service Reforms

HRMO continues to play a pivotal role in the Civil Service Reform (CSR) agenda in order to realise Government's development aspirations. CSRs have been undertaken in collaboration with our development partners – World Bank (WB) and the European Union (EU) to improve the efficiency and effective service delivery. Our continuous commitment to improved capacity of the Civil Service in Sierra Leone has remained critical. In the past years, the World Bank (WB) supported the government on the Civil Service reform through the Pay and Performance Project to help tackle challenges of poor performance in the service.

EU Support to the Civil Service

The HRMO remain a key beneficiary of the EU support to Civil Service reforms. Implementation of the 11th EDF Programme Estimate Support (PES) to the Governance Sector (GS) - Civil/Public Service Reform Component for HRMO and PSC is currently underway. The European Union has designed the 11th European Development Fund (EDF) to the tune of Euro 27,000,000 over the next 5 years to support the GS in Sierra Leone with the overall objective of strengthening democracy and good governance.

The EU Support to the Governance Sector will provide Technical Assistance (TA) in the following components/areas: Democratic Support to the Electoral Cycle and Parliamentary Support; Civil Registration, and Civil Service Reform. Currently the Programme estimate is at an advanced stage with activity plans/logical frame work agreed upon and costing completed.

The EU, PSC and HRMO developed a Financial Agreement (FA) amounting to 2.5 M Euro to support capacity building and service delivery for the offices. The validation of the costed activities to be financed under the new FA will be forwarded to national Authorising Office.

Manpower Hearings

Manpower Hearings is an annual forum where MDAs present their staffing requirements for the coming fiscal year. This activity assists government to provide budgetary support to MDAs human resource requirements. The exercise is also meant for MDAs to highlight their needs in the plan to mitigate effects of unforeseen circumstances regarding the human resources of the Sierra

Leone Civil Service. The hearings have helped government to identify and dismiss staff on unauthorized absence and other wastages to create additional savings to government that are directed to other activities for which funds are required.

Summary of 2018 Manpower Report

The report indicated that:

- 41 MDAs participated in 2018 Manpower hearings
- the Establishment List has a total of 42,361 authorized Establishments
- out of the 42,361 Establishments, 16,348 of the authorized establishments are filled.
- 26,015 Establishment remains vacant.

MDAs Submission for FY 2019 Manpower:

The table below shows the staffing requirements for the inclusion into the FY 2019 budget.

No	Submission Category	Total
1	Current Establishment	42361
2	Additional Establishment	11
3	Proposed Establishment	42372
4	Number in Post	16348
5	Number of vacancies	26015

Benefits Manpower Hearings

- MDAs adherence to the hearing were highly satisfactory and senior government functionaries such as Ministers even attended the sessions
- The forum reduces the volatility and unpredictability of the Civil Service payroll

- It gives an opportunity to assess the staffing requirements germane to the New Direction Agenda
- The Civil Service will have a comprehensive manpower plan for inclusion into the 2019 budget.
- It builds the capacities of human resource managers and officers in the various MDAs.

Management Services and MDAs' Functional Reviews

Aligning the structure of MDAs has been a key focus of our work over the past year. The initiatives associated with this focus have contributed to ensuring that MDAs' current and future mandates and objectives are made appropriate.

Structural Alignments of MDAs

As the Civil Service evolves over time, it is important that HRMO promotes a flexible approach to service delivery and continually seek ways for MDAs to become more efficient and effective. For the period under review, HRMO undertook couples of Management and Functional Reviews (MFRs). The MFRs process, which was done in four (4) MDAs and other public sector agencies, intends to increase the transparency of MDAs' operations and drive a critical examination and re-definition of agency programs. The following structural alignments were done:

- Reviewed the structure of the newly created Ministry of Technical & Higher Education and have facilitated the recruitment process for 23 senior staff in critical positions for the Ministry to make it functional
- Reviewed the Schemes of Service (SS) for Store Keepers and Stock Verifiers and renamed it Stores and Inventory Management Cadre (SIMC)
- Supported the Ministry of Transport and Aviation to establish a Professional Wing for the first time in its history.

- Revised the Scheme of Service for Dancers and Tour Guides in the Ministry of Tourism and Cultural Affairs to address the growing need of their services in the light of the development and growth of the cultural sector as articulated in the New Direction Agenda for the Tourism Sector
- Revised Schemes of Service and Job Descriptions for Drivers, Graded Clerks, Messengers and Cleaners to replace the old clerical grading system to address the problem of stagnation that has characterized the junior cadre in the Civil Service for years.

Job Descriptions

Developing Job Descriptions (JDs) to ensure efficient and effective service delivery has also been a key activity. For the period under review, we have developed, printed, bound and distributed copies of about 75% of all Job descriptions in the Civil Service and have established both hard and electronic data base for referencing. The importance of JDs is that it will be used to set targets for the Individual Performance Appraisal System (IPAS).

Performance Management

The Individual Performance Appraisal System (IPAS) is important in aligning individuals' goals and career development needs with the overarching outcomes across the Civil Service. From April, 2018 to April 2019, we updated our performance management process to a more robust and streamlined approach to ensure compliance. A series of constructive performance management activities were undertaken to increase the capability of supervisors across MDAs to conduct effective professional performance appraisal discussions and also enhance effective and efficient service delivery.



DG addresses Civil Servants in Kenema

Performance Target Setting

The HRMO facilitated Performance Target Setting for officers in Grades 7 to 10 in 2018 and in January 2019, IPAS was cascaded to Grades 1-6 across government MDAs. Due to sanctions levied on performance target setting compliance, an average of 70 per cent of Civil Servants nationwide from Grades 1-10 participated in performance target setting. This is an increase on the previous years where around 25 per cent of staff set their performance targets and completed an individual performance appraisal process. In addition, HRMO conducted the second party verification exercise in March 2018 on all the assessments /appraisals done for Civil Servants in Grades 11 and above in all MDAs.

Reviewed appraisals conducted across MDAs for staff in Grades 7 to 10.

At the end of every appraisal year, MDAs are required to conduct and submit Annual Appraisal Review report for their staff in Grades 7 to 10 to the HRMO for analysis. The review is important in the sense that it puts HRMO in an informed position with respect to the MDAs' compliance to the IPAS process, level of knowledge in IPAS, MDAs' leadership commitment to IPAS, challenges with respect to IPAS implementation and lessons learnt. Over last year period compliance has been tremendously encouraging.

Monitoring of IPAS Implementation across MDAs Nationwide

In July 2018, the office conducted a monitoring exercise of 2018 Mid-Year IPAS Review for Civil Servants across MDAs in Grades 7 to 10 in the Western Area including two monitoring exercises in May and November, 2018 respectively on the implementation of IPAS in the regions to track progress made in the implementation of IPAS.

Director General's Visit to the Regions

The second monitoring exercise of IPAS in November 2018 in the regions was led by the Director General (DG). Civil Servants in the regions for over 30 years had the opportunity to meet and interact with the DG, discussed, and shared knowledge on pertinent Management and Welfare issues relating to the Civil Service.



In Bo DG addresses Civil Servants in the South



Photo of DG and Civil Servants in Port Loko



Civil Servants in the North West region listening to DG in Port Loko Town

Knowledge Building and Knowledge Sharing on Performance Management

During the past one year, 11 MDAs benefited from On - Site training in target setting and conducting appraisals in the Western Area. Over 400 senior and middle level Civil Servants benefited from the onsite training. The table below shows the On - Site trainings in target setting and conducting appraisals across MDAs:

On - Site training in target setting and conducting appraisals.

MDAs	Civil Servant Trained
Public Sector Reform Unit,	16
Ministry of Lands, Housing and the Environment	67
Ministry of Trade and Industry	18
National Fire Force	32
Immigration Department	18
Ministry of Social Welfare, Gender and Children's	38

Ministry of Fisheries and Marine Resources	101
Ministry of Youth Affairs	23
Ministry of Basic and Senior Secondary Education	45
Ministry of Technical and Higher Education	13
Government Printing Department.	15
Foreign Affairs	44
Total	430

Leadership Meeting of Permanent Secretaries (PSs) and Professional Heads (PHs)

With the assumption of the Director General, the leadership meeting of PSs and PHs was resuscitated and for 2018, two meetings were organised at the Civil Service Training College (CSTC) with the Secretary to President (SP) and the Secretary to Cabinet and Head of the Civil Service (SCHOCS) in attendance. The Leadership meetings were primarily conducted to make decisions and to ensure that the civil service’s strategic policy issues are determined to realize its goals and aspirations in an effective and efficient manner.



A cross section of the Civil Service leadership



Leadership meeting of Permanent Secretaries) and Professional Heads (Source PMD, 2018)

In March 2019, the difficulties in target setting led us, through the advice of the Director General, to develop sample generic targets for Common Cadre Personnel (CCP) in Grades 1-6 (Higher Executive Officers, Confidential Secretaries, Data Entry Clerks, Drivers, etc.)

Corporate Strategy and Administration

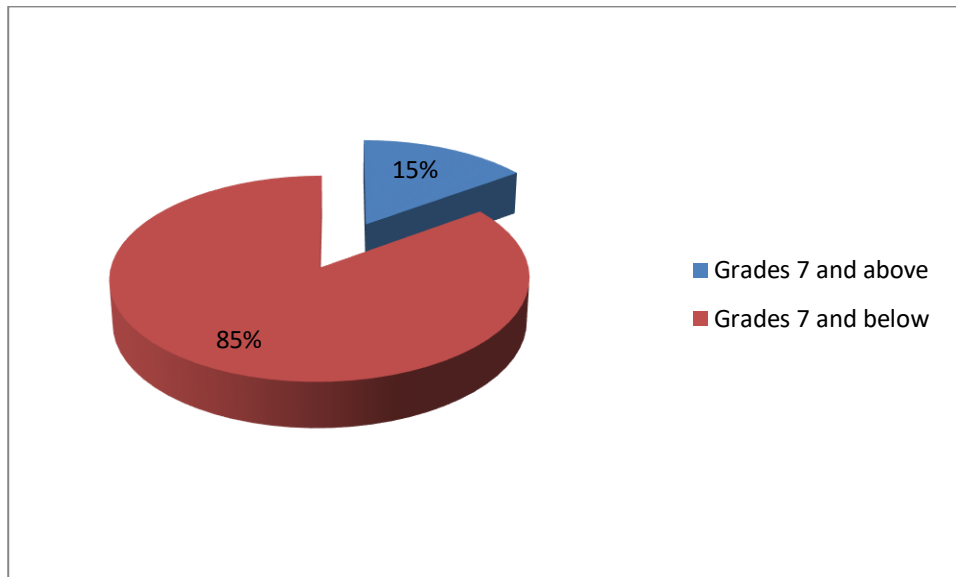
We continue to identify barriers to achieving the desired goals and objectives of the Civil Service and develop an approach that allows MDAs to overcome obstacles in relation to Civil Service administration. During the period under review, we offered advice that focus on recruitment requests by Ministries and the movement of staff across MDAs. Hence, timely access to accurate data and information from MDAs is essential to achieve this drive. In fulfilling this outcome, HRMO undertook the following;

- Compilation of Administrative Staff List that helped to provide an informed decision about the total number of staff available at each level. Through this process, we noted that the Civil Service has only 7 Assistant Secretaries.

- Publication of the Administrative staff Postings Chart - sequel to the Administrative staff list updated, HRMO has gone further to produce and printed the Administrative staff chart that was last printed since 2015.
- Compilations of Curriculum Vitae (CVs) - 2,716 CVs were received from 64 MDAs nationwide under the Civil Service. The outcome of this exercise show that the Ministry of Health and Agriculture accounted for 28% (754) of CVs received.

Civil Service Staff Strength

The figure below shows the Civil Service staff strength as of date.



The Civil Service as to date has staff strength of approximately 16,564 of which, officers in grades seven (7) and above account for **2,468** and **14,899** are in grades six (6) and below.

New Human Resource (HR) Reporting Template

The HRMO has worked to strengthen our inter-MDAs relationships to promote information sharing across ministries and deliver outcomes for the benefit of the civil service. Last year, at the request of the Director General, a reporting template was developed to improve on the HR

Officers' reporting skills. At the moment, HR Officers are now reconciling their staff list against payroll returns on a monthly basis.

Payroll Administration

Consistent with the overarching mandate of HRMO in ensuring adequate, competent, professional and motivated staff for the civil service within the context of national development programmes, processing monthly salaries and allowances for civil servants in a timely, accurate and transparent manner as well as maintaining the integrity of the payroll is crucial to achieving our overall mandate.

Over the past year, we have succeeded in stabilizing the civil service payroll and maintaining its credibility and accuracy through regular audit verification and reconciliation of the payroll with respective MDAs staff lists and correcting/validating employee's data (dates of birth, NASSIT numbers, grades, positions etc.) in the payroll. These strides are geared towards ensuring the presence of only legitimate workers on their correct salary grades, designations and current positions in the payroll.

Achievement in Payroll Administration

- **Maintaining the Credibility of the Civil Service Payroll**
 - I. We were able to track and hive-off from the payroll 734 Civil Servants from the civil service due to deaths, abandoned duty, resignations, retirements, etc. across MDAs.
 - II. Conduction of monthly payroll Audit by the Internal Audit Units across MDAs has been very instrumental in identifying payroll anomalies including cases of overpayments, cases of civil servants due retirement on payroll, cases of civil servants on payroll without NASSIT numbers etc for necessary corrective action on the payroll.

Biometric Verification of Civil Service and Public Workers

From the last quarter of 2018 to date, HRMO has been collaborating with the Ministry of Finance and National Civil Registration Authority (NCRA) to ensure a successful verification and registration of all Public Workers including Civil Servants. NCRA undertook a nationwide Biometric Verification of Civil Servants and Public Workers on the payroll of Government to enhance transparency and accountability. Through this exercise, a reliable database which will inform the civil service payroll is being generated.

Summary of Deletions of Staff Wastages (2018 - April 2019)

The table below shows summary of deletions from the period due to retirements and other forms of separation from the civil service.

Staff Wastages	Total
Death	136
Unauthorized absence/ abandoned duty	190
Resignation	25
Retirements	347
Secondment	20
Special Leave without Pay	16
Total	734

- **Cleaning/Validation of Invalid Data of Employee in the Payroll**

As at April, 2018, there were a number of anomalies in the civil service payroll and in response to the need to correct and validate the data of all categories of employees in the payroll, a number of measures were pursued for the continuous cleaning and validation of data of employees in the civil service payroll. A Civil Service Payroll Data Clean Up Unit was set up and equipped to undertake the clean-up exercise and as at April, 2019, the following were actualized:

- I. **NASSIT Numbers:** More than 98% of Civil Servants are now with valid NASSIT numbers in the Payroll hence instances of duplicate NASSIT numbers have been addressed.
- II. **Employee Dates of Birth:** Default dates of birth are in three categories: 2000, 2005 and 1930. All 2000 and 2005 default dates of birth which are in the majority have been corrected as at April, 2019 and further inclusion in payroll of new employees with inconsistency in dates of birth has stopped.
- III. **Off Scale Employees and incorrect Employees Positions** are gradually being addressed
 - **Maintaining stability in the Civil Service Wage Bill**

The sharp variations in the upward and downward movement of the total Wage bill for Civil Service, Sierra Leone Correctional Service and National Fire Force across the various months of 2018 significantly reduced, thus enhancing the predictability of the Wage bill.

The table below presents the relative stability in the movement of the wage bill (Civil Service, Sierra Leone Correctional Service and National Fire Force) in 2018:

Workforce and Wage Bill (2018)

The table below presents the relative stability in the movement of the wage bill (Civil Service, Sierra Leone Correctional Service and National Fire Force) in 2018.

Month	Wage Bill
January	23,654,221,247
February	23,790,598,634
March	24,345,888,379
April	25,856,238,011
May	26,177,258,662
June	26,261,354,439
July	25,163,994,977
August	26,615,684,927
September	24,908,594,016
October	24,785,835,600

November	25,251,845,703
December	24,660,534,515

In collaboration with the Accountant General (AGD), over the past 12 months we developed a joint success profile and associated measures to build a strong payroll capability and integrity through:

- Timely processing and payment of monthly salaries and allowances.
- Improved efficiency and effectiveness in payroll processing.
- Improved accuracy, transparency and credibility in the civil service payroll.

Recruitment and Selection Process

As part of our core mandate, we provide a centralized recruitment and placement service for the Civil Service and also serve as the main liaison between the Public Service Commission (PSC), the Health Service Commission (HSC) and the Judicial & Legal Service Commission (JLSC) on all types of appointments including Re-Designation and Transfer of staff in the Civil Service. Apart from the health technical personnel, we are also responsible to recruit, appoint, promote and confirm staff in Grades 1-5 category in the Civil Service. See appendix 1 for the various appointments during the period under review – April, 2018 to 8th April, 2019. The HRMO facilitated the recruitment of 36 technical staffs for the Ministry of Fisheries and also established posts for the Ministry of Higher and Technical Education with the recruitment of 23 professional officers.

Training and Career Development

Human resources are the single most important element for development. HRMO as the Environmental Manager of the Civil Service holds this view. Training and Career Development programs organised for Civil Servants are essential for exploiting the emerging opportunities in the civil service and it is seen as the key to the future of effective and efficient civil service administration.

Additionally, as part of our commitment to foster the skills required for a career in the civil service, we focused on Training and Career Development programmes for the civil service. The following activities were undertaken to help build the capacity of civil servants in order to realize their full potentials:



Opening ceremony on Quality Productivity Improvement training at CSTC (Source: DTCD, 2019)

The table shows the career development activity undertaken for the period under review.

Training and Career Development Activity

Type of activity	Comments
Pre-Confirmation Examination conducted	Sixty-eight (68) Civil Servants on probation and those who had references in the previous examinations took the exams.
Conducted Training	Asset Management and Quality Productivity Improvement (QPI) Trainings for 60 middle and senior level cadres to strengthen and improve institutional capacity for a more effective and efficient service delivery
Developed Three Year Training Plan (2019-2021)	The Training Plan for the Civil Service is meant to address key training needs identified by civil servants.

<p>Developed Guideline on Internship Placement</p>	<p>The Guideline will regulate the placement of students as interns in Government MDAs and ensure a well-coordinated Internship Placement Programme for deserving under-graduate students and acquire work-related knowledge including experience in a given institution within a stipulated time-frame.</p>
<p>Training Impact Assessment</p>	<p>The rationale was to measure the impact of the various training interventions conducted and coordinated by HRMO and the CSTC and stakeholders to know the level of impact of the various training activities on civil servants and their MDAs, including areas that require improvement..</p>
<p>Approval of Study Leave for skills improvement.</p>	<p>359 Study Leave with Pay across the MDAs were approved. 281 were new approvals while 78 were extensions. This serves as motivation for capacity building of civil servants across MDAs</p>



Quality Productivity Improvement training at CSTC (Source: DTCD, 2019)

The Civil Service Training College

As part of efforts to complement the on-going Civil Service reforms, The Civil Service Training College (CSTC) with support from the Human Resource Management Office, is presently conducting both short and medium term training activities for Civil Servant in order to improve service delivery in their various MDA's.

These training are among series of trainings that have been organised for support staffs of all Government MDA's within Grades 2-6 countrywide, in order to strengthen the institutional capacity of MDA's for effective service delivery.

In Kailahun and Bonthe Districts, five-day training workshops were conducted in each Districts for 60 support staffs of MDAs from Grades 2-6.

The training covered the following modules:

- Excerpt from the Civil Service Codes, Rules and regulations
- Performance Management
- Day to day office operations
- Asset Management
- Customer Care and Effective Service Delivery

The next training activities will cover the following districts: Pujehun, Karene and Falaba.

With regards the medium term training, the college has for the 2018/2019 academic year enrolled 40 Civil/Public Servants to pursue both the diploma and postgraduate diploma in various disciplines. 30 of those students are Civil Servants nominated by the HRMO from various MDA's while the remaining 10 are Public Servants also coming from various MDA's.

Retirements

As part of our key mandate, we continue to play an excellent role in ensuring that civil servants who had either attained the statutory retirement age of 60 years or had applied for voluntary retirement after attaining the age of 55 are retired on time. For the period under review, a total of 395 Civil Servants were issued retirement letters across Ministries, Departments and Agencies (MDAs). The table below shows the Synopsis of Leave processed for the period under review.

Synopsis of Leave processed for the period under review

No	Types of leave processed	Total
1	Annual Vacation Leave	9,497
2	Casual Leave	83

3	Special Leave	32
4	Sick Leave	43
5	Maternity Leave	110

Extension of Service/Contract Appointment:

A total of 98 Civil Servants' applications for Extension of Service across MDAs were approved and processed.

End-of-Service Benefits/Gratuities:

From April 2018 to April 2019, we processed a total of 2,301 applications for the payment of gratuities as part of the end-of-service benefit scheme for Civil Servants across MDAs. The process is ongoing.

Discipline: A total of 63 disciplinary cases received in the form of complaints referred to the Directorate of Staff Welfare and Employee Relations were investigated, mediated, coordinated and addressed. The Directorate also set operational standards for instituting discipline in the Civil Service.

Summary of Challenges

The HRMO is facing the following key challenges in the process of executing its mandate to enhance effectiveness and efficiency across the service:

- Operating within limited budget and delays in the release of funds remains a serious challenge to execute the trainings;
- Getting total commitment of MDAs in target setting and annual performance appraisal still remains a challenge due to poor condition of service ;
- Delay in the signing of Ministerial Contracts;
- Information gap between Account units and Human Resource Officers/ Managers (HRO/M) in some MDAs is a challenge to timely and effective reconciliation of payrolls with staff lists.
- The issue of two or more MDAs on one payroll poses serious challenge in juxtaposing and reconciling each MDA's staff list with the payroll in order to identify and hive-off staff wastages.

- Multi- Stakeholder involvement in the management of the civil service payroll with the Human Resource Management Office being the Employing Authority, the Accountant General's Department being Pay Master of salaries and allowances and the ICT staff of MOF attached to the payroll being the Managers and Technical Operators of the CSM payroll. Under such circumstance; HRMO exercises limited control over the management of the civil service payroll especially in the area of maintaining its credibility and accuracy of employee data.
- The Moratorium on recruitment largely limited the recruitment done during this period for MDAs apart from MoHS.
- Lack of adequate funds for recruitment: In order to meet with the modern recruitment procedure and enhance merit based and objectivity in the recruitment process, HRMO needs funding to undertake the process in a timely manner.
- HRMO is urgently in need of equipment to support its work

APPENDIX 1 – Authorized and Add. Est., Filled and Vacant Positions

NO.	MDA	CURR.EST	ADD.EST	PROPOSED EST.(CURRENT PLUS ADDITIONAL EST.)	NO. IN POST	NO. OF VACANCIES
1	Accountant General's Department	402	0	402	220	182
2	Administrator & Registrar General	102	0	102	51	51
3	Cabinet Secretariat	49	0	49	28	21
4	Ministry of Mines and Mineral resources	410	0	410	91	319
5	Ministry of Transport and Aviation	68	0	68	34	34
6	Ministry of Political and Public Affairs	60	0	60	37	23
7	National Fire Force	832	0	832	286	546
8	Ministry of Agriculture	3046	0	3046	808	2238
9	Government Printing	231	0	231	79	152
10	Human Resource Management Office	402	0	402	148	254
11	Law Officer's Department	206	0	206	80	126
12	Ministry of Local Government & Rural Development	125	0	125	27	98
13	Ministry of Local Service Commission	15	0	15	4	11
14	Sierra Leone Correctional Service	2739	0	2739	2170	569
15	Ministry of Tourism and Culture	207	0	207	79	128
16	Min. of Foreign Affairs & International Cooperation	307	0	307	179	128
17	Min. of Energy	73	0	73	37	37
18	Min. of Fisheries Marine Resources	243	0	243	75	168
19	Min. of Trade and Industry	255	0	255	153	102
20	Min. of Social Welfare Gender & Children's Affairs	942	0	942	229	713
21	Min. of Technical & Higher Education	46	0	46	13	33
22	Min. of Information & Communication	494	0	494	209	285
23	Min. of Youth Affairs	98	0	98	39	59

24	Min. of Works	1001	0	1001	245	756
25	Min. of Finance	558	0	558	420	138
26	Min. of Health and Sanitation	25580	0	25580	9149	16431
27	Public Sector Reform Unit	26	0	26	18	8
28	Min. of Defense	741	0	741	393	348
29	Civil Service Training College	39	0	39	23	16
30	Min. of Lands Country Planning and the Environment	723	11	734	268	455
31	Min. of Internal Affairs	39	0	39	16	23
32	Min. of Labour & Social Security	163	0	163	54	109
33	Min. of Development	82	0	83	43	40
34	Office of the President	199	0	199	83	116
35	Office of the Vice President	93	0	93	49	44
36	Provincial Secretary's Office North	239	0	239	78	161
37	Min. of Basic and Secondary Education	722	0	722	164	558
38	Min. of Sport	45	0	45	16	29
39	Immigration Department	759	0	759	253	506
	TOTAL	42361	11	42372	16348	26015

Appendix 2: Number of Appointment/Transfers, etc. by MDAs from April, 2018 to 8th April, 2019

NO	Type of Appointments	Staff in all Grades	Staff in Grades 1-5	Staff in Grades 6 & above	Total
		MOHS	Other MDAs	Other MDAs	
1	Appointment	186	39	24	249
2	Acting Appointment	0		21	21
3	Contract Appointment	0		313	313
4	Gazetted Acting Appointment	2		5	7
5	Special Acting Appointment	0		3	3
6	Promotion	29	68	76	173
7	Confirmation of Appointment	92	165	299	556
8	Re-Designation	1		6	7
9	Postings and Transfers	0		311	311