

HUMAN RESOURCE MANAGEMENT OFFICE

IPAS TRAINING REPORT

ON TARGET SETTING AND EVALUATION FOR CIVIL SERVANTS IN GRADES 7 – 10

IN THE WESTERN AREA



18TH - 22TH JANUARY
2021



MINISTERIAL BUILDING, GEORGE STREET, FREETOWN

SUPPORT TO THE GOVERNANCE SECTOR IN SIERRA LEONE



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<i>PREPARED BY</i>	Performance Management Directorate
<i>CONTACT</i>	Human Resource Management Office, Ministerial Building, George Street, Freetown Mobile: +23278053977
<i>APPROVED BY</i>	Director General, Human Resource Management Office
<i>TRAINING FACILITATED BY</i>	<ol style="list-style-type: none">1. Mr. Ansu S. Tucker, Director General, HRMO2. Mr. Usman C. Conteh, Director, PM3. Mr. Swaray Junisa, Deputy Secretary4. Mr. Moses Kabia, Senior M & E Officer5. Ms. Mabinty Sankoh, Senior Assistant Secretary6. Mr. Bella Smith, Assistant Secretary

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INTRODUCTION

A two- day training/coaching programme on Individual Performance Appraisal System (IPAS) for Civil Servants in the Western Area was held in two batches at the Civil Service Training College at Tower Hill, Freetown from 18th – 22rd January, 2021.

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 100 participants that comprised senior and intermediate level Civil Servants (Grades 7-10) across Ministries, Departments and Agencies (MDA) in the Western Area.

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 and middle level civil servants in MDAs 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 and intermediate 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 areas 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 ceremony was held at the Civil Service Training College at Tower Hill, Freetown. The ceremony was 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 respectively. The Senior M&E Officer welcomed participants and Strategic Leaders of the Sierra Leone Civil Service present at the opening ceremony. This was followed by introduction of the chairman. The ceremony was chaired by the Director of Training and Career Development-HRMO, Mr. Mathew Beckhio.

OPENING REMARKS BY CHAIRMAN



The Chairman, Mr Mathew Beckhio making statement

The Chairman warmly welcomed the leadership of the civil service and participants to the two- day training programme on the Individual Performance Appraisal System (IPAS). The Chairman thanked the Secretary to Cabinet and Head of Civil Service, European Union, Director General, Human Resource Management Office, Chairman Public Service Commission, Director, Public Sector Reform Unit, representative of Performance Management-State House, representative of the Principal, Civil Service Training College and HRMO Performance Management team for the opportunity given him to meet with them despite their busy schedules.

The Chairman gave a brief background of the MAPE Project being implemented at the Human Resource Management Office and the Public Service Commission as civil service reform implementing partners. He furthered that the project is funded by the European Union for public sector reform.

The chairman said the Human Resource Management Office successfully completed similar trainings for civil servants in grades 1-10 in the provinces and therefore, expressed his sincere appreciation to the EU for its generous support and especially the presence of Mr Kelvin Kellie who is the EU Project Coordinator for the Project Coordination Unit.

He said in any country, the civil service is the engine of development and in order to fully support the country's development, the civil service should be more effective and efficient. He said transparency and accountability should be the key words in delivering public service for better results. He said he was convinced that participants would learn some of the key concepts on performance appraisal and management.

The chairman said the training provided an interactive forum for participants to share, explore and discuss key concepts and issues relating to high performance with a focus on quality service delivery. He said the training is civil service focused with highly experienced Civil Servants delivering some of the modules.

He admonished colleague Civil Servants to make good use of the opportunity and to ask as many questions as possible in order to acquire an in-depth knowledge on individual performance appraisal system.

The chairman 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 Secretary to Cabinet and Head of Civil Service, members of the high table and distinguished participants for leaving their busy official schedules to witness the opening ceremony of the training. He also welcomed participants to the two- day training session.

He said he was heartened to address a galaxy of Strategic Leaders of the Sierra Leone Civil Service whom he said had accepted his invite to be at the opening ceremony of Performance Target Setting and Conducting Appraisal Training for Civil Servants in grades 1-10 in the Western Area.

The Director told participants that Performance Management is a modern management tool that has been introduced in the Sierra Leone Civil Service to ensure effectiveness and efficiency in public service delivery. He said one of the reform areas in the civil service was the Individual Performance Appraisal System (IPAS) which has been introduced to replace the Annual Confidential Report that is no longer responsive to the needs of modern management.

He said as a new concept, Civil Servants needed to be trained to understand and embrace it as a tool for improvement in public service delivery. He said governments all over the world are yearning to improve on public service delivery to its people as citizens are demanding for more services to be delivered in an effective and efficient manner.

The Director said, the Civil Service Leadership must first identify the underlying causes of poor performance. He said some of the causes are:

- fragmentation of institutional responsibilities on performance management,
- selective coverage with time lag in reporting,
- fragmented responsibilities for implementation,
- some performance management systems are conceptually flawed,
- failure of Strategic Leaders of the Civil Service to provide for sanction and reward regime,
- failure to incentivise government employees appropriately etc.

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.

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 since they have to appraise junior colleagues.

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 if IPAS is properly implemented will enable Strategic Leaders to take well informed decision in the areas of promotion, training transfer, deployment, rewards, sanctions and in extreme cases separation from the civil service. He admonished participants to take the training seriously for their own betterment in the civil service.

The Director, Performance Management furthered that for the past four months his Directorate has been engaged in training Civil Servants in grades 1-10 on IPAS and target setting in all the districts with the exception of Falaba. He said before this period IPAS training was only centred in Freetown and the regional headquarter towns.

He said the training targets two categories of civil servants namely; Human Resource Officers and Deputy Secretaries. This is in accordance with the institutional arrangement of IPAS as the Human Resource Officers and Deputy Secretaries being the Secretaries and Focal Persons respectively. They are therefore, required to know the bolts and nuts on IPAS if performance management is to succeed in the Sierra Leone Civil Service. The Director furthered that a good number of Human Resource Officers and Deputy Secretaries were still struggling with the IPAS process as they cannot set a simple target.

The Director also expressed dissatisfaction over some leaders in the MDAs for their lukewarm support in the IPAS process. He said many MDAs have no functional Ministerial Performance Appraisal Committees (IMPAC) which has undermined the IPAS process since these committees had the

responsibilities to review the performance of staff across MDAs for the attention of HRMO and the Public Service Commission.

The Director, therefore kindly requested the Strategic Leaders to mandate MDA Heads to provide total support to institutionalise IPAS in their MDAs. He also thanked staff of his directorate for the immense support he got from them.

STATEMENT FROM THE TRAINING COORDINATOR-CIVIL SERVICE TRAINING COLLEGE



The Coordinator –Civil Service Training College, Mr Sampha Pius Kargbo Making Statement

The Coordinator on behalf of the Principal of the Civil Service College thanked members present and welcomed them to the training. He said Performance Management is key as it helps employees to have clear organisational goals and know exactly what is expected of them.

He said continuous performance appraisal can also eliminate ambiguity and confusion about goal setting. Having regular future focus conversations through continuous reviews helps to ensure that employees are clear on all they are supposed to be doing to achieve organizational goals.

He told participants that continuous performance management will also encourage staff to be involved and have the autonomy to set targets relevant to the achievement of organizational goal.

He concluded by asking participants to take advantage of the training session as they stand to benefit a lot and by extension their organizations.

STATEMENT FROM THE CHAIRMAN, PUBLIC SERVICE COMMISSION



The Chairman, Public Service Commission, Mr K.O. Bah- Making Statement

The Chairman, Public Service Commission welcomed all members and thanked them for participating in the training process. He said as a recruiting agency for Government, he viewed the training as imperative to improve productivity and service delivery in the Sierra Leone Civil Service.

He therefore, viewed this opportunity as key for newly recruited officers. He noted that after the training they will be able to know their various roles and responsibilities. The Chairman, Public Service Commission said good governance and public service delivery can only be realised when there are competent and experienced personnel in the various MDAs.

He said the training will equip civil servants to effectively and efficiently carryout public service delivery.

He concluded by advising participants to take advantage of this opportunity and focus their attention in the two days training to broaden their horizon to better equip themselves for improved service delivery.

STATEMENT FROM THE DIRECTOR, PUBLIC SECTOR REFORM UNIT



The Director, Public Sector Reform Unit, Mrs Georgina Kamara Making Statement

The Director thanked all members present but most especially the Director General- Human Resource Management Office for inviting the calibre of Senior Civil Servants to the opening ceremony. She also

thanked the EU for their continued support over the years to HRMO. She extended her thanks to the Directorate of Performance Management-HRMO for their relentless effort to capacitate civil servant on performance management to improve public service delivery.

She said human resource development is key to public service delivery. She said people are the most valuable asset that every nation can boast of. She said no development agenda can be successfully achieved without efficient and effective human resource and by extension civil servants. Performance management is therefore a management tool that enables civil servants to provide high quality efficient and effective public service. She said the training is therefore providing participants with opportunity to learn new concepts and skills required to improve on service delivery.

The Director said the introduction of performance management in the Sierra Leone Civil Service brought with it a number of opportunities:

- Increase in team work and spirit
- Identify underperforming individuals
- Improve communication
- Provide opportunity to identify and recognise high performer
- Provides a clear chain of command

She concluded by informing participants that performance management has come to stay and therefore all civil servants must embrace it

STATEMENT FROM THE EUROPEAN UNION PROJECT COORDINATOR



The EU Project Coordinator, Mr Kelvin Kellie Making Statement

The EU Project Coordinator started by thanking the Chairman, members of the high table and participants of the programme. He said the focus on performance is not new which is traced all the way from the 1900s in the USA and Canada. He said he was so impressed to see participants so enthusiastic to participate in the training process.

He said in Sierra Leone the government has seen the need for the enhancement of performance management and gracefully appreciated the leadership of HRMO for the promotion of performance management.

He also thanked the other key stakeholders such as the Secretary to Cabinet and Head of Civil Service, the Director, Public Sector Reform Unit etc. for their relentless support towards improving performance in the Sierra Leone Civil Service. He encouraged participants to embrace the training and also to cascade it to their colleagues who are not opportune to participate.

STATEMENT FROM THE REPRESENTATIVE OF PERFORMANCE MANAGEMENT SERVICE DELIVERY AND MONITORING-STATE HOUSE



The Representative, Directorate Performance Management Service Delivery and Monitoring-Mr Freeman making statement

On behalf of the Secretary to the President, he thanked all members present. for leaving their busy schedules to participate the opening ceremony. He said their presence showed the keen interest the leadership of the Civil Service has for performance management to improve service delivery.

He said performance management is at the heart of the President so he therefore encouraged all participants to be focussed and enhance their skills for effective and efficient service delivery.

STATEMENT FROM THE DIRECTOR GENERAL OF THE HUMAN RESOURCE MANAGEMENT OFFICE



The Director General, HRMO-Mr Ansu S. Tucker Making Statement

The Director General expressed gratitude for being part of the training of Civil Servants on IPAS and formally welcomed the leadership of the Civil Service and participants.

He said IPAS has been introduced decade ago through a system wide performance management when ministers were put on performance contract and to replace the Annual Confidential Report which for all intent and purposes is so obsolete and was not responsive to modern management techniques. As part of the reform of the Civil Service, 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 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 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. 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 lot of reforms that are taking root currently and that these reforms can only produce 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.

The Director General said over the past few months the Human Resource Management Office has been conducting similar trainings in all the districts in the provinces and that this one is supposed to be the last training.

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.

STATEMENT FROM THE SECRETARY TO CABINET AND HEAD OF CIVIL SERVICE



The Secretary to Cabinet and Head of Civil Service, -Mr John Sumaila Making Statement

The Secretary to Cabinet and Head of Civil Service thanked the Director General-HRMO, members of the high table and distinguished participants for making it an opportunity to witness the opening ceremony of the training.

The Secretary to Cabinet also thanked the Human Resource Management Office with particular reference to the Directorate of Performance Management for their relentless efforts over the past few months to conduct trainings in the provinces on IPAS for Civil Servants with the sole aim to improve public service delivery. He said now the team is in the Western Area to complete the cycle of the training.

He also thanked the EU for their continuous support to the governance reform process especially civil service reforms.

He said government had made strides over the years in popularising performance management in MDAs yet target setting is very complex. This is why continuous training of this nature is essential to capacitate Civil Servants with the requisite skills that will enable them to improve on public service delivery.

The Secretary to Cabinet recommended that trainings of such nature be conducted every year to directly support MDAs embrace performance management and appraisal for effective and efficient service delivery.

CLOSING REMARKS

The chairman again admonished participants to make good use of the opportunity given to them because of the presence of the Leadership of the Civil Service 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 Chairman wished the participants, leadership and team a fruitful two- day training. Finally, he 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 two batches at the Civil Service Training College from the 18th to 22nd January, 2021.

Attendance: Excellent as all the participants attended and stayed for all the sessions although some of them came late in the first days.

A total of **100** participants were trained in the Western Area. Participants were drawn from all MDAs present within the Western region. A total number of Civil Servants that benefited per MDA across the Western Region are two from each.

- **Gender:** In terms of gender representation out of a total of 100 participants, 68 participants were male which represents 68% and 32 participants were female which represents 32%.
- **Grade:** All the 100 participants were Grades 7 to 10
- **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 training presented and discussed in details on the following subject matters as listed below:

- Toolkits/Guide for Improving Government Performance
- 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

- 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 lack of commitment of some MDAs leadership
- Inadequate IPAS knowledge by supervisors
- Absence of commitment by supervisors to conduct midyear and annual reviews due to limited knowledge
- The lack of commitment of the Ministerial Performance Appraisal Committee (MPAC)
- The training to target Directors and Permanent Secretaries
- The timely availability of resources for programme implementation;
- 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
- Inadequate training on IPAS
- Salary disparity across MDAs

However, the Performance Management Team responded to all of the concerns and issues raised and promised them that those that require their immediate intervention will be addressed as soon

as they got back to Freetown and those that were systemic, they promised to engage the relevant stakeholders and see how they could be addressed.

KEY RECOMMENDATIONS

At the end of the training, participants made the following recommendations:

- HRMO to carryout refresher trainings on IPAS
- HRMO to continue to train Human Resource Officers, supervisors, Directors and Permanent Secretaries 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
- 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 MDAs 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 training, a closing ceremony was done were the Director, Performance Management made a summary presentation of the training to the Leadership of the Civil Service (Secretary to Cabinet and Head of Civil Service, the Director Public Sector Reform Unit, the EU Project Coordinator) and the participants of the two batches. The leadership of the Civil Service present made statements

and a participant was nominated to give the vote of thanks. 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 her vote of thanks speech, she commended HRMO with special reference to the Director General and team for such an opportunity given to them. She 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 their staffs in their respective districts.

She 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. She commended her colleagues for their full cooperation during the training and encouraged them to cascade the training to their staff when they return. She finally thanked the leadership of the civil service, DG/HRMO and team for their efforts in pushing forward the Civil Service reforms.

NEXT STEPS

1. Nationwide Monitoring of IPAS implementation
2. Facilitation of 2021 Annual IPAS review across MDAs

Submitted by:

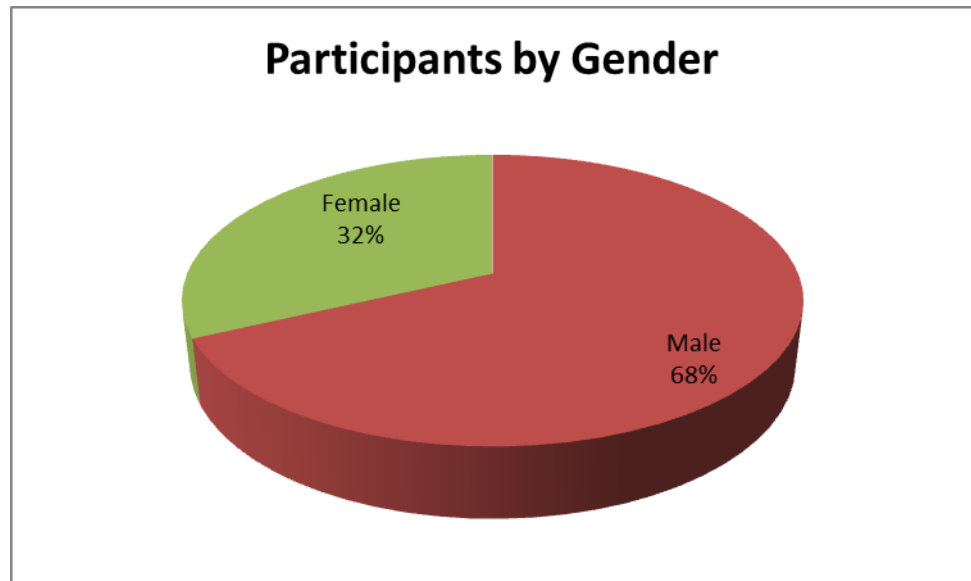
Usman C. Conteh

Performance Management Directorate

25th January, 2021

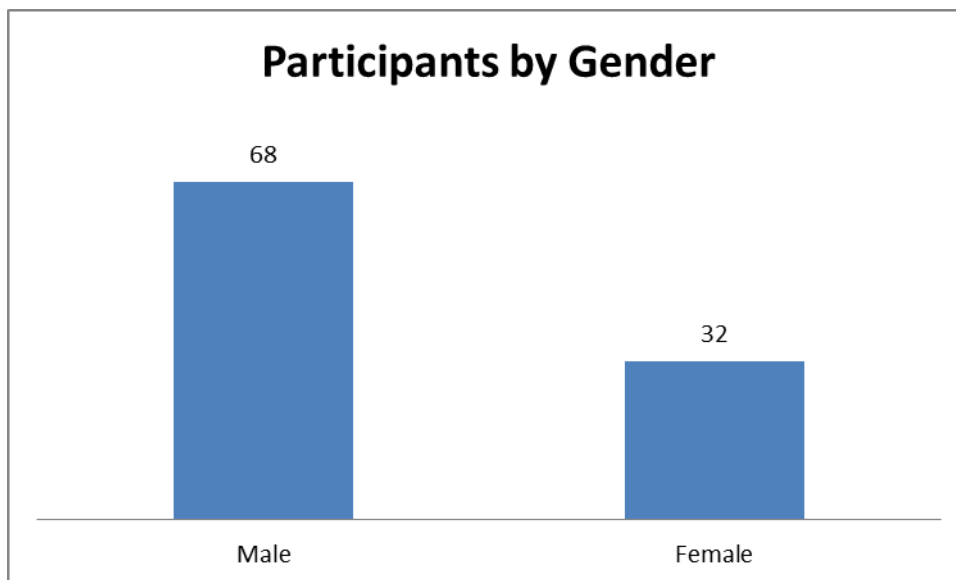
ANNEXES

A. PIE CHART SHOWING REPRESENTATION BY GENDER



From the pie chart above, it is clear that majority of the participants (68%) were male and female participants form only 32% of the total participants.

B. BAR CHART SHOWING PARTICIPANTS BY GENDER



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

C. PICTORIAL EVIDENCES



The first batch of participants group photo after the opening ceremony



Second batch group photo after the Opening ceremony at the Civil Service Training College



Presentation on the justification for IPAS in the Sierra Leone Civil Service Training College



Presenting on what is Performance Management



The Deputy Secretary – Mr Swaray Junisa Presenting



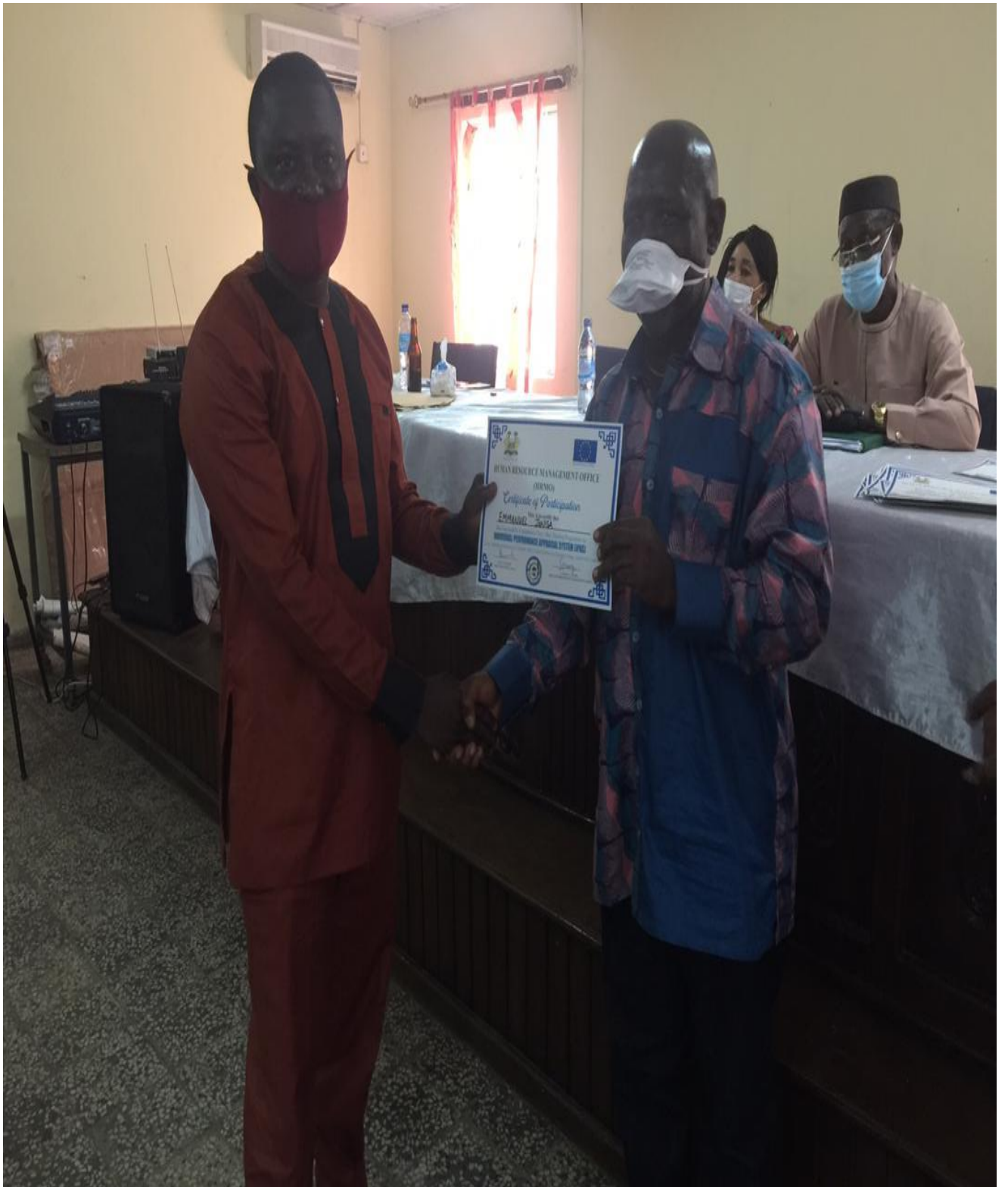
Participant presenting on individual exercise on target setting



The Head of the Civil Service and Secretary to Cabinet presenting certificates to participants



Participants receiving certificates from the Director, Public Sector Reform Unit



The participants receiving certificates from the EU Project Coordinator-Mr Kelvin Kellie



Performance Management Team group photo after the closing ceremony of IPAS Training