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REPORT ON THE THREE-DAY RETREAT ON  
THE IMPLEMENTATION OF THE JOB  
EVALUATION AND LABOUR MARKET  
REPORTS FOR THE SIERRA LEONE  
CIVIL/PUBLIC SERVICE

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HELD AT THE GOLDEN TULIP HOTEL, ABERDEEN,  
FREETOWN, SIERRA LEONE, 22ND -24TH JUNE, 2018



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**ORGANISED BY THE PUBLIC SECTOR REFORM UNIT (PSRU)**

WESLEY STREET, FREETOWN

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## **EXECUTIVE SUMMARY**

A three-day retreat on Job Evaluation and Labour Market Survey (JE&LMS) reports was organized by the Public Sector Reform Unit (PSRU) at the Golden Tulip Aberdeen, Freetown from 22<sup>nd</sup> to 24<sup>th</sup> June, 2018.

Participants were drawn from the Office of the President, Office of the Secretary to Cabinet and Head of the Civil Service, Public Sector Reform Unit, Human Resource Management Office, Public Service Commission, Ministry of Finance, Accountant General's Department, Ministry of Health and Sanitation, Ministry of Energy, Ministry of Labour and Social Security, Ministry of Justice, Ministry of Basic and Secondary Education, Sierra Leone Labour Congress, Sierra Leone Armed Forces, Sierra Leone Police, Sierra Leone Correctional Services and Sierra Leone Fire Force. KPMG Consultants facilitated the sessions.

The main objective of the retreat was to discuss the issues emanating from the JE&LMS Reports by Participants from relevant MDAs and to let the strategic leadership of the Civil Service have a thorough understanding of the various reports submitted by KPMG and the implications for implementation.

Specifically:-

- to map the way forward for the implementation, challenges, deepen understanding of the grey areas which may require further explanation from the Consultants;
- proffer recommendations to Government of Sierra Leone on which salary structure should be implemented;
- assign responsibility to specific institutions/persons and recommend appropriate actions for the implementation of key Human Resource issues as identified in the reports.

The following reports were presented: \_

- Employee Satisfaction Survey;
- Compensation and Benefit Survey;
- Labour Trend Analysis;
- Salary Structure and Recommendation, and

- Job Evaluation and Implementation Plan.

Prior to the presentation of the reports, the Head of Programmes, PSRU, provided a general background on the Pay and Performance Project and the Director, PSRU gave a brief background to the Job Evaluation and Labour Market Survey.

The Employee Satisfaction Survey revealed that respondents have a positive perception about activities that enhanced their loyalty, commitment and association with the Civil Service. However, dissatisfactions were expressed on the remuneration and incentives system in the Civil Service, lack of effective communication of government policies and regulations, organizational support, work practices, performance management etc.

The Compensation and Benefits Survey was to ascertain market data and information on remuneration. It was to benchmark comparable roles and responsibilities with private sector and other public sector institutions with a view to ensuring that there is consistency in applying conditions of service. The survey revealed that the Basic Salary and Total Cost of Employment values of Sierra Leone Civil Service are below or marginally above the 25th percentile especially for the middle and senior management staff. It was therefore recommended that the Civil Service should consider reviewing salaries using the results of the survey taking into consideration the ability to pay, and the availability of or the demand for the resource (skills set).

The objectives of the Labour Trend Analysis were to assess the future technical, professional and managerial staffing requirements in the Civil Service, examine the likely demand for these same skills in the private, NGO and donor sectors over the same period and project the future supply of the skills needed in the Civil Service from educational institutions, the private sector and other countries. The report revealed that **the Engineering and Health Job Families** were the most critical amongst all the sectors, hence the need to pay special attention to these sectors.

Salary and Regrading Structure recommendation was one of the main objectives of the Job Evaluation assignment. The primary aim was to review the current grading and pay structure of the Civil Service, Teaching Service and the Preventive Services and recommend other options.

The findings of the Labour Trend revealed that the salary structures for Teachers and the Preventives, Protective and Enforcement categories are similar in that they have non-overlapping notches while there were overlapping notches for Junior & senior/ middle management staff in the Civil Service Salary structure. Also for the Teachers and the Preventives, no staff on a lower Grade earned higher than staff on higher Grades in each of the staff categories unlike the Civil Service. Generally, with the exception of the Civil Service, all other categories have gaps in their grade structure.

The objectives of the Job Evaluation were to conduct detail analysis of jobs, carry out evaluation of the jobs to determine their relative worth and develop appropriate grading structure options.

The evaluation revealed that for the Civil Service, majority of the roles moved below their current grades, few maintained and very few went above their current grades. For the Preventives and Teachers, majority of their roles were maintained at their current level, few of the Military roles went up and none of the roles went below their current grades.

The retreat provided a forum for open and inclusive discussions on the various reports. At the end of the sessions, actions, as embodied in the Position Paper, were recommended for the consideration of the Strategic Leaders of the Civil Service.

## 1. Introduction

The design and implementation of a comprehensive pay reform is amongst the many reform initiatives by the Government of Sierra Leone (GoSL). The objective of the pay reform is to ensure that public sector pay and incentive system is not only to attract and retain the requisite skills but applied in a consistent and sustainable manner so that public sector pay and incentive system fairly reflects the work that public or civil servants actually perform. It is also to ensure that the conditions of service reflect the prevailing conditions in the market for similar work. Furthermore, it was also recognized that for the Pay Reform to be effective and sustainable, there has to be an assessment of the labour market for public sector jobs which will form the basis for Job Evaluation and Re-grading. This will lay the foundation for an equitable, competitive pay regime, integrity of the payroll, transparent and fair pay determination as well as having a clean-up personnel records.

Against this background, in 2012 the GoSL and World Bank signed an Agreement to implement the Pay and Performance Project (PPP). The value of the project is US \$17 million to finance the achievement of priority pay and performance reforms in the Civil Service which are needed to achieve the economic growth and poverty reduction goals of the country.

The Implementing Agencies for the pay and performance project are the Ministry of Finance, Public Service Commission (PSC), the Human Resource Management Office (HRMO), and the Cabinet Secretariat. Using the country system, PSRU is the Project coordinator and Accountant General's Department is the Project Accountant.

In June 2014, the Government of Sierra Leone, with support from the World Bank under the Pay and Performance Project (P&PP), commissioned KPMG Consulting firm to carry out a comprehensive Job Evaluation and Labour Market Survey for the Sierra Leone Civil Service, the Military, Police and Teachers that provides for analyses and compares compensation in the private sector for an agreed number of benchmark jobs.

## **2. Background to the Retreat**

Following the completion of the JE&LMS assignment, a debriefing meeting was held in the Office of the Secretary to the Cabinet and Head of the Civil Service wherein a formal presentation of the reports was made by the Consulting Firm, KPMG, to key stakeholders. The purpose was to discuss the implementation challenges which may require further explanation to ensure a smooth implementation.

The following were highlighted as critical actions to be taken to pave the way for the implementation phase:

- A Committee/Taskforce be formed to look at the implementation issues of the various reports.
- A retreat should be organised where the leadership of the Civil Service and other stake holders would have the opportunity to thoroughly digest the reports and map out a clear strategy for its implementation.
- A robust sensitisation programme to be instituted to ensure that everyone is on board and that they clearly understood the cost and benefits of the implementation of the project as communicating the reports and its recommendations to the Civil Servants and other interested persons was a huge challenge. .
- Above all, His Excellency the President, in his State-of-the Nation address to Parliament, indicated his desire to harmonise Public Sector pay as a key priority for his Administration. It is therefore envisaged that the Job Evaluation will form the bedrock for the achievement of this proclamation.

## **3. Objectives and Expected Outputs**

The overall objective of the three-day retreat was to ensure that the strategic leadership have a thorough understanding of the various reports and the implications for implementation.

The specific objectives and expected outputs were:-

- ▶ To map the way forward for the implementation challenges
- ▶ To deepen the understanding of grey areas which may require further explanation from the Consultants to ensure a smooth implementation
- ▶ To proffer recommendations to GoSL on which salary structure should be implemented
- ▶ Assign responsibility to specific institutions/persons for accountability to enhance smooth implementation,
- ▶ Recommend appropriate actions for the implementation of key Human Resource Management issues as identified in the reports

#### **4. Target Participants**

Participants were drawn from the strategic leadership of the Civil Service, Military, Police, Teaching Service Commission, the Sierra Leone Labour Congress and the technical staff that were involved in the conduct of the Job Evaluation exercise. These include but not limited to: The Secretary to the President; the Secretary to the Cabinet and Head of the Civil Service; the Chairman, Public Service Commission; the Director General, Human Resource Management Office; the Financial Secretary; the Accountant General; the Army Chief of Defence Staff; the Inspector General of Police; the Director General Sierra Leone Correctional Service; the Chief Fire Officer; the Chief Medical Officer; the Chief Nursing officer; the Commissioner of Labour; and the President, Sierra Leone Labour Congress, amongst others. A total of thirty seven (37) officials participated.

#### **5. Approach/Methodology**

Technical presentations on the five reports were made by experts from KPMG. Each presentation was followed by interactive discussions which provided the opportunity for participants to seek clarifications.

### **DAY ONE (1) ON 22ND JUNE 2018**

#### **6. Opening Session**

The session commenced at about 9:00 am with registration and opening courtesies. A total of 37 attended although invitations were extended to 31 participants. This underscores the excitement and commitment of officials to be part of the deliberations.

### 7.1 Chairman's Opening Remark

The proceedings were chaired by Mr. Andrew L. Sorie, Director, Recruitment and Selection, Human Resource Management Office. He opened the session by welcoming participants and asked for individual introductions after prayers. In his opening remarks, he commended the World Bank for providing funds for the project as a whole including the retreat. He also applauded the Government of Sierra Leone for fulfilling its commitment of providing the Counterpart funding for the project. He acknowledged the presence of the Lead Consultant, Angelina Kamassah-Agyemang, of KPMG & team for availing themselves for the retreat, amidst the fact that they have completed the assignment. He admonished participants to take advantage of the presence of the Consultants and actively contribute to the discussion so that all grey areas will be clarified during the sessions.

### 7.2 Statements

#### **(a) Statement by the representative of the Secretary to the President**

The Secretary to the President was represented by Mr. Samuel E.B. Momoh, Assistant to the Secretary to the President. He registered an apology for the unavoidable absence of the Secretary to the President. He recalled the various reform programmes that have been undertaken by the GoSL to promote effectiveness, efficiency and sustainable service delivery to the citizenry. He acknowledged that challenges still remains, but that significant progress has been made for which he commended the PSRU for spearheading the reform initiatives so far. He also noted that the objective of the JE&LMS was in line with GoSL's New Direction to strengthen and reposition the Civil Service for effective service delivery. He said that the New Direction emphasized on strengthening and modernising the Civil Service by restoring professionalism and efficiency. He concluded by expressing Governments commitment to build the capacity of the Civil Service, streamline its work processes and procedures and ensures that Civil Servants are well remunerated.

**(b) Statement by the representative of the Chairman, Public Service Commission**

The Public Service Commission was represented by Mr. Augustine Sahr Tutu, Commissioner, Eastern Region. He pointed out that the Commission considered JE&LMS as integral to the overall achievement of the collaborative work of PSC, HRMO and PSRU. He expressed delight for the urgent attention paid to implement the recommendations of the JE&LMS. He opined that the disparity in personnel emoluments and the apparent need for commensurate pay throughout the Civil/Public Service when achieved would receive a momentous welcome. He emphasised that harmonising individual income, based on performance, promotes competitiveness in favour of the implementation of the President's aspirations. He recalled H.E's pronouncement of harmonising Public Sector pay as a priority, which when implemented will put Sierra Leone on a new pedestal for economy growth. He ended up by commending PSRU and all others that have contributed in diverse ways to organise the retreat.

**(c) Statement by the representative of the Secretary to the Cabinet and Head of the Civil Service**

The Secretary to Cabinet and Head of the Civil Service was represented by Mr. L. B. O Massaquoi, Senior Assistant to the Secretary to Cabinet and Head of the Civil Service. He started by acknowledging that inequality in pay for similar work done in the Public Sector and the labourmarket has been a matter of grave concern over the period which has made it difficult to attract and retain personnel with the requisite skills. The situation, he said, also serves as a de-motivation for existing workers. He reiterated that it was the desire to address the pay inequalities that KPMG was hired to carry out JE&LMS. He concluded by stating that the implementation of the Job Evaluation and Labour Market Survey reports should be taken seriously as it is consistent with the Presidential priority for the harmonisation of public sector pay.

**7.2 (d) Statement by the Director General, Human Resource Management Office, Mr. Ansu S. Tucker**

On his part, the Director General pointed out that reform of the Public Service has been at the heart of Government's Agenda expressed in various policy statements. He noted that the need to consolidate the various reform initiatives

led to the design of the P&PP. He gave a brief background of the P&PP, clearly highlighting the three (3) main components: Competitive Pay Structure, Recruitment into Critical Vacancies and Performance Management. He commended KPMG for the conduct of JE&LMS and the formal presentation of the reports to the leadership of the Civil Service. He said that it was in that meeting that a decision was reached to constitute a technical team to critically look at the report. He also commended PSRU for the pre-retreat planning meeting they organised which positioned key stakeholders to meaningfully address the issues at the retreat. He concluded by acknowledging that the Civil Service now has the requisite skills and competences to conduct such surveys when the need arises.

### **(e) Statement by a Partner, KPMG**

A brief statement was made by a Partner of KPMG Mr. Kawaley. He appreciated the Government of Sierra Leone for contracting KPMG for the assignment. He expressed delight for the good sentiments that were expressed regarding the level of professionalism exhibited by his organisation. He ended by admonishing GoSL to ensure a successful implementation of the recommendations proffered in the reports noting that if taken on board, will no doubt enhance the productivity of the Public Service.

## **8 Summary of Presentations**

### **8.1 General Background on the Pay and Performance Project (PPP)- by Mr Ahmed Akar Ahmed, Head of Programmes, PSRU.**

The Head of programmes, PSRU gave a brief background on the Pay and Performance Project (P&PP). He took participants through the Public Sector Reform Path of the GoSL, which he said, was aimed at maximizing results by ensuring careful timing and logical sequencing of reform measures. He said that Pay Reform should follow a path that ensures an assessment of the labour market for Public Sector jobs which will lay the foundation for an equitable, competitive pay regime and thereby enhancing the integrity of the payroll.

The aim of the presentation was to acquaint participants with the broader policy objectives of the P&PP. The project, he said was regarded as unique in the sense

that it uses the Result-Based Leading mechanism. The value of the project was US\$ 17 Million where 15 Disbursement Linked Indicators (DLIs) were set. The World Bank would remit US\$ 1 Million into Consolidated Revenue Fund (CRF) upon achievement of each DLI. He informed participants that the project has so far contributed **US\$ 12 Million** to the CRF as the GoSL has fully met 12 of the 15 DLIs.

## **8.2 Background on the Job Evaluation and Labour Market Survey (JE & LMS) – Presented by Mrs Georgiana Kamara, Director, PSRU.**

The Director started by highlighting various pay reform efforts of GoSL that preceded the P&PP such as the Comparative Remuneration Survey conducted in 2004 by CoEn Consulting. She stated that the Job Evaluation and Labour Market Survey (JE&LMS) is a major component of the P&PP. The main objective of the JE&LMS was to ensure a fair and equitable assessment & determination of job worth in the Civil Service of Sierra Leone.

The Specific objectives were:

- To advise Government on which salary structure should be implemented.
- To ensure relative worth and value for money in establishing pay and grading systems, amongst others.

She ended up by saying that the scope of the assignment was initially for the Civil Service but was later extended to include the Military, Police and Teachers.

## **8.3. Employee Satisfaction Survey presented by Angelina Kamassah-Agyemang, Consultant, KPMG.**

The presenter started with the main objective of the survey which she said was to assess the satisfaction level of employees and proffer strategies to improve staff retention and productivity. She explained the factors that were taken into consideration during the survey which included Working Conditions, Pay and Promotion, Fairness, Job Security, Relationship with co-workers and supervisors.

She highlighted some of the challenges encountered during the survey as follows:

- the survey was conducted manually when it was initially planned to be done electronically via email, which made it costly and time consuming,
- Inadequate number of respondents,
- Incomplete data provided by respondents,
- Use of photocopies of the questionnaires
- Lack of cooperation from top management pointing out that only a small number of top officials responded to the questionnaire.

She concluded that the survey revealed that respondents had a positive perception about activities that enhanced their loyalty, commitment and association with the Civil Service.

However, it was revealed that respondents were not satisfied with the remuneration and incentives system in the Civil Service, lack of effective communication of government policies and regulations, etc. Improvement was needed in the areas of organizational support, work practices, performance management etc.

#### **8.4. Compensation and benefits Survey, presented by Angelina Kamassah-Agyemang, Consultant, KPMG.**

The highpoints of the presentation included the objective of the survey which was to ascertain market data and information on remuneration. The study also attempted to benchmark comparable roles and responsibilities with private sector and other public sector institutions with a view to ensuring that there is consistency in applying conditions of service.

Outcome of the survey included:-

- 40 Comparator organizations/institutions were agreed but 29 organizations responded.
- Comparators were based on salary data and information as at December 2015.
- The survey was conducted on the bases of the seven job families in the Civil service and that it was conducted only for the Civil service not for the Preventive sector.
- The Judiciary was the least of respondents

The survey revealed that the Basic Salary and Total Cost of Employment values of Sierra Leone Civil Service are below or marginally above the 25th percentile especially for the middle and senior management staff.

It was therefore recommended that the Civil Service consider reviewing salaries using the results of the survey. Other key factors such as “ability to pay” and the availability of or the demand for the resource (skills set) should be taken into consideration.

### **8.5 Concerns/Issues raised by Participants**

- Participants were concerned with the discretionary entitlement and use of Government facilities. It was therefore recommended that Policies be developed to address the entitlement and use of Government facilities.
- Participants noted that some benefits, such as the fuel allocation, training etc were applied discriminately. It was agreed to look at some of the benefits that are very discriminatory and harmonized them.
- Participants were also gravely concerned that about 65% of the domestic revenue accounts for the wage bill, yet majority of Civil Servants are earning pittance. They wanted to know the composition of the wage bill and the respective percentages of the domestic revenue that account for each component.
- Suggestions were made to convert top-up allowances to salaries, and harmonize HR policies across the Services. As converting top-up allowances to salaries would not only increase taxable income of individuals and bring income to Government in the short run, but would also make the individual better off in the future in terms of NASSIT contribution.
- It was also envisaged that agreeing on a given percentile, current salaries of some workers would be above that level. Since Government might not want to reduce those salaries for statutory reasons, the difference between the current and proposed salaries could be treated as special allowances for the time being. The implications of this are that the concerned individuals will continue to receive their gross salaries and relevant taxable income would have been reduced since allowances are not taxable, Government 10% NaSSIT contribution for the individual which as part of the wage bill would be reduced since basic salary has fallen.

### **9 Day Two (2): 23<sup>rd</sup> June, 2018**

After the opening courtesy, the Rapporteurs gave a detailed summary report of the first day activities and the Chairman requested members for clarifications/concerns on some of the issues that might have been left out. These comments/clarifications were discussed and further agreed and have been incorporated into this report as corrections or as part of the recommendations.

## **10 Summary of Presentations**

### **10.1 Presentation on Labour Trend Analysis led by Mr Clifford Marcus-Roberts.**

The objectives of the Labour Trend Analysis as highlighted by the presenter were amongst others:

- To assess the future technical, professional and managerial staffing requirements in the Civil Service in the next 5 to 10 years.
- To examine the likely demand for these same skills in the private, NGO and donor sectors over the same period.
- To project the future supply of the skills needed in the Civil Service from educational institutions, the private sector and other countries.

Challenges encountered during the studies are highlighted below.:-

- Availability of relevant labour market statistics – that they were not able to have the required information from state institutions like Immigration Department, Statistics Sierra Leone and the National Social Security & Insurance Trust (NASSIT).
- That some of the MDAs Staff do not fully understand the HR Planning Forms.
- That Organizational Charts of some MDAs were not aligned to their Mission, Objectives and Mandates
- Proper Records Keeping was also identified as some of the limitations
- Lack of enhanced ICT infrastructure in MDAs Obsolete laws and overlapping functions
- Inadequate collaboration among MDAs

The following recommendations were proffered for future undertakings:

- To strengthen the capacity of some of the institutions responsible for establishing good labour market statistics in Sierra Leone.
- The effects of demand and supply as demand for skills under certain job families greatly surpasses the supply, and that based on current trends, this demand is not likely to be met within the next five years.
- To increase Financial Aid to educational institutions and the need to establish regular outreach to tertiary education institutions and even secondary schools to ensure students are aware and guided about civil service career options.
- Individuals who benefit from public funds to acquire learning should be compelled / required to render services to the government / civil service for appropriate minimum period.
- To pay special attention to the Engineering and Health job families as they were the most critical amongst the entire sectors.
- The imminent need to review some of the relevant laws in the country
- The need for improvement in cooperation among MDAs

## **10.2 Concerns/Issues raised by Participants**

- Concerns were also raised by the preventive sector as most of the discussions have been tailored towards the Civil Service, but this was aptly clarified, noting that, the Preventive sector has a well-defined structure and that there was no shortage of supply of labour as most of the skills needed are generated internally.
- That remunerations and terms of conditions were not attractive hence it is always difficult to retain and maintain the best breeds.
- That the Ministry of Labour and Social Security was in the process of establishing a labour market information system which will be used to provide information of labour activities in the country.
- The issue of critical vacancies generated a lot of discussions. It was however stated that all roles are important but critical roles are those in short supply in the market.

### **10.3 Presentation on Salary Structure Recommendation and Implementation Plan presented by Angelina Kamassah-Agyemang, Consultant, KPMG.**

Salary Structure recommendation was one of the main objectives of the Job Evaluation assignment. The primary aim was to review the current grading and pay structure of the Civil Service, Teaching Service and the Preventive Services and recommend other options.

The specific objectives were:

- To review the current grading and pay structure of the Civil Service, Military, Police and Teachers.
- To develop a competitive and equitable salary structure based on results of the job evaluation and the labour market survey, to enable the service attracts and retain the right calibre of personnel
- To develop an implementation strategy and a communication plan for executing the new proposals

The findings of the survey were presented separately for the Civil Service and Teachers on one hand and the Preventive Services on the other hand. The details are outlined below:

The Study revealed the following about the current Civil Service Salary Structure:

- That the Civil Service has a 55 –Grade salary structure
- That there were different salaries paid to role holders on each grade
- That there was no defined salary differential from one grade to the other
- That the basic salary for some lower Grades were greater than that of higher grades
- That the component of the salaries were basic salary, allowances and top-up
- That Top-up and allowances are provided for some staff in certain Ministries and Departments only and not the entire Civil Service
- That there were 15,680 staff of the Civil Service Pay roll as at December 2015, and out of which 890 (Six percent) earned top-ups on their salaries
- That staff earning top-up in the Civil Service earned 24% of the Civil Service wage bill with the remaining 94% of staff earning 76% of the estimated wage bill
- Total top-up salary accounted for 19% of total wage bill of the Civil Service

- That the ratio of monthly salary for top-up earners as against non-top-up earners was 8:2

For the teachers and the Preventives, Protective's and Enforcement categories, the salary structures are similar. That is,

- The salary structure is a typical one-point salary structure
- All salaries are above the minimum wage
- No staff on a lower Grade earns higher than staff on higher Grades in each of the staff categories
- There seemed to be some consistency with the salary differentials

However, for the Military, Roles on Grade 15 earned 30% of what Grade 16 earned. Health Technical personnel earned higher than non-health personnel in the Armed Forces and the Police.

The following general observation on the Grade Structures was made. That, with the exception of the Civil Service, all other categories has gaps in their grade structure. For e.g Teachers Grade structure start at 4, no grade 12 for Fire Force, etc

The following recommendations were made:

- The Civil and Teaching Services will have an overlapping salary scale whereas the Preventive, Protective and Enforcement Services will have a non-overlapping scale.
- Grades 14 to 17 of all the institutions will have a non-overlapping scale because it is assumed that most of these role holders will be recruited from within and would have some appreciable knowledge of their new roles.
- The grade span for the respective institutions were provided as follows:
  - The Civil Service roles span all grades
  - The Teaching Service roles are from Grades 4 to Grade 12
  - The Military ranks span Grades 1 to 17
  - The Police Service ranks fall between Grades 2 and 16
  - The Fire Force has ranks falling between Grades 2 and 16
  - The Correctional Service spans Grades 1 to 16
- Placement/movement on notches - that all the roles in the institutions be placed on Notch One (1) of their respective grades at the implementation

of this structure to make room for rewarding long service, performance and promotion and that movement on notches for a particular Grade should be managed with performance and long service of the individual employee until promotion to the next higher grade

- That promotion be based on performance and vacancy and should also come with additional responsibilities and not just a change in the title.
- The following allowance were recommended
  - Transport allowance –5%
  - Medical allowance –5%
  - Leave allowance
  - Status vehicles for Grades 14 to 17 (Depreciated over a five-year period)
  - Social security fund (NaSSIT)

Below are some of the concerns and issues raised during the discussion:

- Different application of medical allowances: Civil Service & Teachers 5% and Preventive Services 7%. Again whereas medical expenses are deducted from police salaries, medical expenses for the military are free at their respective hospitals.
- In the Civil Service, some roles spans across grades, e.g Permanent Secretary Grade spans from 11 to 13.
- Promotion should come with additional responsibilities and salary and not just change in title.
- That the structure of the Civil Service, once agreed, should be maintained whilst Policy should be developed to reward staff with specialised skills instead of putting them on higher salaries thus distorting the structure.
- Incentives were also considered relevant for staff motivation.
- In conclusion, participants acknowledged the systemic issues surrounding conditions of service but hoped that the proposed Wages and Compensation Commission would be able to address the issues.

### 10.4 Presentation on the Job Evaluation & Implementation Plan by KPMG Angelina Kamassah-Agyemang

A major component of the assignment was to carry out a Job Evaluation for the Sierra Leone Civil Service, Teaching Service Commission and the Preventive, Protective and Enforcement and proffer recommendations.

The scope includes:

- Conduct detail analysis of jobs
- Carry out evaluation of the jobs to determine their relative worth
- Develop appropriate grading structure options for consideration by GoSL, and
- Make recommendations based on findings of the job evaluation

The follow approaches were used:

Firstly, Job Analysis of the Civil Service Roles was carried out with trained Job Analysts who were selected from the Civil Service. Secondly, the Job descriptions (JDs) that were developed and duly signed by the Role Holder or representative and countersigned by HRMO were validated. The validated roles were then evaluated using the EVALUATE Software. The Validation and Evaluation were done in two phases (Pilot and Main).

Below are tables depicting the number of roles validated and evaluated at both Pilot and Main Phases:

Table 1: Validated Roles

Pilot Phase	121
Main Phase	594
<b>Total Number Validated</b>	<b>715</b>

Table 2: Evaluated Roles

Institutions	Number of Roles Evaluated
Preventive, Protective & Enforcement Services	49
Teaching Service	15
Civil Service	693
Total No. of Jobs Evaluated	757

The following challenges were highlighted:

For the Civil Service, there were

- Difficulties in differentiating reporting lines
- Duplication of roles

- Non-availability of technical staff:
- Evolvement of roles due to restructuring of some MDAs
- Non-updated Asset register & Budget

In the case of Teachers, these were the challenges:

- Amendment on Job Descriptions not reviewed by Grade holders before signing for evaluation
- Separating Secondary School grades
- Non-updated Asset register& Budget

The evaluation revealed the following:

- That majority of the roles moved below their current grades, however, few maintained their current grades whilst very few went up above their current grades.
- It was also observed that some roles such as Permanent Secretary spanned across two or more grades where we have Permanent Secretaries in Grades 11, 12, and 13 respectively.
- The findings further revealed that some roles have been vacant for a long time, some were found obsolete.
- Also observed were the mismatched job titles against responsibilities and the non centralisation of role creation/ changes in roles as some MDAs created roles without seeking recourse to HRMO.
- For the Military, the ranks of Warrant Officers I & II, Staff Sergeant & Sergeant moved upwards from their previous grades in the hierarchy by one or more point levels.

The following were said to have accounted for the changes in Grade on the proposed grading structures:

- Level of responsibilities performed by the role
- Level of impact of the role on the Department or the Civil Service
- Level of decision-making authority and span of control
- The level of knowledge, skills and work experience required by the role

## Recommendations:

- The need to conduct Organizational /Departmental structural review for some MDAs
- It was also observed that there were no Schemes of Service for some cadre and thus the need to develop Schemes of Service
- The study also revealed that some staffs were not appropriately placed, so there was a need to conduct Staff Fit to determine the suitability of staff in a particular position.
- The other issue identified was the need to conduct Workload Analysis to determine the number of staff per position
- The need to implement a robust Performance Management System.
- That Assets Registers should be updated on a regular basis
- That Top up allowances should be abolished in the new salary structure
- Allocation of Imprest or Budgets to the MDAs be done with transparency and objectivity
- To abolish the provision of operation/risk allowance to the Military as it was duly considered during the Evaluation process.

Other pertinent issues raised by participants were:

- That the report clearly revealed that some of the good values that end in the Service have been eroded and have provided the opportunity to go back to the drawing board and have an inward /critical look at our systems and processes for the way forward.
- That the EVALUATE software used for the Job Evaluation was considered more private sector friendly than Civil Service friendly in the sense that there are some latent factors in the Civil Service that are difficult to be captured by the EVALUATE tool because of its hierarchical nature.
- That this situation makes it difficult to appropriately reward the work of the subordinate officers as everything has to go through the Head.
- The issue of Establishment Control was also discussed noting that over the years roles were created to respond to the needs of individuals than to the needs of the Service, and promotions were done without recourse to the Establishment list.
- The meeting noted the need to adhere to set criteria for promotions across the Service.

- That there is need to change the management style in the Civil Service which was said to be one of the reasons responsible for the downgrading of most of the roles. It was suggested that senior officials should delegate particular tasks to their subordinates and hold them accountable for results.
- Participants also expressed apprehension as to how to manage political interference at the MDAs' level.

## **10.5 Discussion on the Implementation Plan**

The meeting noted the following four-phase implementation plan: **Planning; Execution; Monitoring and Review and Closure.**

Emphasis was laid on the need for a robust **Communication Strategy** that will ensure that all relevant issues relating to the project implementation are in place and appropriately communicated to the affected persons.

The need to constitute a committee involving relevant stakeholders to review the grading structure and address queries was also discussed stressing that the committee should comprise of people who are ready to work and are of high integrity.

It was emphasized that the closure stage should look at the successes, lessons learnt and proper accountability of funds.

## **11. Day Three (3); 24<sup>th</sup> June, 2018**

After the usual registration protocols and opening prayers, the Rapporteurs gave a brief recap of Day Two activities, comments and concerns were discussed and incorporated.

### **11.1 Establishment of the Wages and Compensation Commission- By Ansu S. Tucker, Director General, Human Resource Management Office**

The presenter said that the establishment of the Wages and Compensation Commission is in line with the first objective of the P&PP which is to ensure competitiveness in pay and rationalization pay structure.

He recalled earlier attempts by the Government of Sierra Leone to establish a Wages and Compensation Commission (WCC) in 2014 when the then Minister of

Finance & Economic Development in the FY 2014 Budget speech mentioned GoSL's plan to set a Salaries and Wages Commission.

He stated that the main objective of the establishment of the WCC is to address disparities in pay in the Public Sector including Sub-vented Agencies.

The presentation noted that there are disparities in pensions due to the existence of several laws governing the administration of pensions which unfortunately were not repealed by the NaSSIT Act of 2001. Examples of such Acts are: The Judges Act 1983; Cap.173 of the Laws of Sierra Leone (1960), NASSIT Act of 2001; and the Teachers' Pension Act 1966, etc.

The following were outlined as justification for the establishment of the Wages and Compensation Commission:

- The Internal pay relativities within the pay structure are highly inequitable in the current grade structure;
- That similar posts in the Civil Service attract different pay grades,
- The evolution of Local Technical Assistants (LTAs) and/or Contract Staff in post-war Sierra Leone Public Service;
- The LTAs/Contract workers retained their salaries even on their absorption into the Permanent and Pensionable establishment of the Civil Service;
- That Acts establishing some Sub-vented Agencies of government have given them powers to set their own pay without reference to any agency like PSC and HRMO which have further compounded the problems.

The presenter also highlighted the following actions that were taken towards establishment of the Commission:

- Study tours conducted at the Ghana Fair Wages & Salaries Commission and the Kenyan Salaries & Remuneration Commission
- Terms of Reference drafted for Commonwealth Secretariat's intervention
- A two-day retreat was organised by the Ministry of Finance at the Bintumani Hotel from 18-20 August, 2017 to prepare a comprehensive policy framework for the establishment of the Commission;
- A Committee was set up in 2017 to look into the low pensions and make recommendations thereto;
- The Cabinet approval of the establishment of the Wages and Compensation Commission on Friday 24th November, 2017 and the

engagement of a Consultant to craft the modalities for the establishment of the Commission; and

- Initiated procurement process for the recruitment of a Consultant to develop the administrative and legal framework but was delayed as a result of the general elections held in March, 2018.

## **11.2 Concerns/Issues raised by Participants**

After the presentation, the following concerns/comments/suggestions were made by the participants:

- To revive the procurement process for the recruitment of the consultant. The Ministry of Finance was to be contacted for the Certificate of Approval so that the Consultant will come in and commence work.
- Participants recalled that a study was done where a minimum pension was slated at Le 250,000 per month for all public sector workers. That the implementation of this recommendation was pegged on knowing the total number of pensioners to determine the fiscal implications.
- It was also revealed that a Survey to ascertain the number of pensioners was carried out by the Ministry of Labour and Social Security in collaboration with the National Social Security and Insurance Trust.
- The need to provide detailed information on the disparity in salaries and incentives system to the authorities to help them take informed decision was emphasised.

## **12. Action Planning**

The session on Action Planning borders on outlining actions to be taken on the way forward, assigning roles and responsibilities to institutions/persons, and determining the support needed for the implementation of the activities agreed.

With regards to the above, a Position Paper was developed by participants which is attached as an annex to this report.

## **13. Closing Session**

At the closing session, the Director, Public Sector Reform Unit expressed her profound gratitude to all participants for their attendance and invaluable

contributions. She was particularly delighted that the Director General, Human Resource Management was able to attend the retreat and make meaningful contributions. She also expressed her thanks and appreciation to the World Bank for their no objection to organise the Retreat and for providing the required funding. She was also very grateful to the KPMG team for their willingness to facilitate the Retreat.

In concluding, the Director wished all participants safe travelling to their respective destinations and expressed hope that the outcome of the Retreat will get the blessing of the leadership of the Civil Service in particular and the Government at large.

## **ANNEX 1. POSITION PAPER**

### **THREE-DAY RETREAT ON JOB EVALUATION AND LABOUR MARKET SURVEY HELD AT GOLDEN TULIP HOTEL FROM 22<sup>nd</sup> JUNE TO 24<sup>th</sup> JUNE, 2014**

#### **POSITION PAPER**

##### **Introduction**

In 2014, the Government of Sierra Leone with support from the World Bank, commissioned the KPMG to conduct a Job Evaluation and Labour Market Survey under the Pay and Performance Project for the Sierra Leone Civil Service. Later, the Sierra Leone Armed Forces, Sierra Leone Police and Teachers were added to the assignment. The assignment entails conducting Labour Trend Analysis, Employee Satisfaction Survey, Compensation and Benefits Survey, Job Analysis and Evaluation, and making Salary Structure Recommendation/ Implementation Plan.

The assignment was completed in 2017 and reports presented to the Civil Service Steering/ Regrading Committee. In that presentation session, it was agreed that a Retreat be organized where the leadership of the Civil Service and other Stakeholders will have the opportunity to thoroughly digest the reports and map out a clear strategy for its implementation.

The Retreat was organized by the Public Sector Reform Unit (PSRU) at the Golden Tulip , Aberdeen, from 22<sup>nd</sup> to 24<sup>th</sup> June, 2018.

Participants were drawn from the Office of the President, Office of the Secretary to Cabinet and Head of the Civil Service, Public Sector Reform Unit, Human Resource Management Office, Public Service Commission, Ministry of Finance, Accountant General's Department, Ministry of Health and Sanitation, Ministry of Energy, Ministry of Labour and Social Security, Ministry of Justice, Sierra Leone Labour Congress, Sierra Leone Armed Forces, Sierra Leone Police, Teaching Service Commission, Sierra Leone Correctional Services , and Sierra Leone Fire Force. The reports were presented by the Lead Consultant, Angelina Kamassah-Agyemang of KPMG, Ghana and a Senior Partner, Clifford Marcus-Roberts of KPMG, Sierra Leone.

The retreat provided a forum for open and inclusive discussions on the various reports. At the end of the sessions, resolutions were taken which are embodied in this Position Paper.

We, the Participants, having listened to the presentations of the reports of the Consultants and extensively deliberated on the findings and recommendations of the Consultants, do hereby resolved as follows:

**A. Communication of the outcome of the Three-Day Retreat**

After a three-day intensive session, participants resolved to make a presentation to the Civil Service Steering/Regrading Committee, on the outcome or Resolution of the Retreat, for their information and necessary actions.

**Action Point:** HRMO to liaise with the Leadership to convene the meeting within two weeks.

**B. Establishment of Wages & Salary Commission**

Following a two-day Retreat held at Bintumani Hotel in August, 2017, to prepare a comprehensive policy framework for the establishment of a Wages and Compensation Commission and the development thereafter, participants resolved to fast track the Establishment of the Wages and Compensation Commission.

**Action Points:**

- Public Sector Reform Unit to write a reminder/ follow up letter on the issue to Ministry of Finance by Tuesday 26<sup>th</sup> June, 2016
- To revive the two committees that were set up during the retreat at Bintumani:

**I. Coordinating Committee**

**Membership:** Public Sector Reform Unit as the Lead Institution, Human Resource Management Office, Cabinet Secretariat, Ministry of Justice, Ministry of Finance & Accountant General's Department.

## II. Communication Committee

**Membership:** PSC as the Lead Institution, Human Resource Management Office, Cabinet Secretariat, Public Sector Reform Unit. Ministry of Labour & Social Security and Labour Congress.

- To obtain a certificate of Approval for the recruitment of the Consultant- Mrs. Lauratu Johnson, MoF, to facilitate by 3<sup>rd</sup> July, 2018

## C. Job Evaluation

The Job Evaluation report was generally acknowledged as a good report and that good lessons can be learnt from it. The report clearly revealed that some of the good values that use to exist in the Service have been eroded and have provided us with the opportunity to go back to the drawing board and have an inward /critical look at our systems and processes for the way forward.

Participants noted that most of the roles were downgraded; few maintained their current grades and very few went above their current grades.

However, participants were of the view that the EVALUATE Tool used for the Job Evaluation was considered more private sector friendly than Civil Service friendly on the following grounds:

- That there are some latent factors in the Civil Service that are difficult to captured by the EVALUATE Tool because of the way the Civil Service is structured.
- That the hierarchical nature of the Civil Service is quite different and unique.
- That the Leadership roles set the strategic functions for the service and strategic decision-making rest with them.
- That this makes it difficult to appropriately reward the work of the subordinate officers as everything has to go through the Head.

In consequence therefore, Participants resolved as follows:

**i. To constitute a team to review the Grading Structure**

**Proposed Membership:** Human Resource Management Office as a Lead institution, Public Service Commission, Cabinet Secretariat, Public Sector Reform Unit, Ministry of Labour & Social Security, Sierra Leone Labour Congress, & other relevant Stakeholders. Technical Staff of MDAs to be co-opted.

ii. **To streamline the 17<sup>th</sup> Grading Structure for Civil Service & Teachers** . The Human Resource Management Office to take the lead. This to be done against the second week in July, 2018

iii. **To Constitute a Committee for addressing Grievances & Queries as proposed in the Report ( 7-9 Membership)**

iv. **To establish a Communication Process before, during and after the implementation-** Public Sector Reform Unit to take a lead.

**D. Salary Structure**

Part of the assignment given to KPMG was to develop, for the Civil Service, a competitive and equitable salary structure based on the Job Evaluation and Labour Market Survey for the Civil Service.

Participants were of the view that the gains of the Job Evaluation exercise may not be sustained if an independent body empowered to determine pay across the public service is not established to consolidate the system, hence the proposal for the fast tracking of the establishment of the Wages and Compensation Commission. The Participants therefore proposed the following benefits to be considered by the Wages and Compensation Commission in determining the salary structure.

**Benefits to be considered by the Wages and Compensation Commission:**

- I. Transport Allowance as a percentage of the basic salary
- II. Health/Medical Allowance as a percentage of the basic salary
- III. Leave Allowance
- IV. Rice for the Preventive Services

- V. That the percentage for Medical Allowance for the Preventive should be slightly higher than that for the Civil Service because of the nature of their job.
- VI. Military should not be included in Medical Allowance because they are provided with a free medical.
- VII. Rent Allowance
- VIII. Overtime Allowance
- IX. Remote Allowance
- X. Science Allowance
- XI. To identify other allowances not mentioned

## Annex 2. Retreat Programme of Activities

PROGRAMME FOR THE JOB EVALUATION RETREAT – 22 <sup>ST</sup> – 2 <sup>TH</sup> JUNE 2018			
ARRIVAL/CHECK-IN THURSDAY 21 <sup>ST</sup> JUNE 2018 FROM 6:30 P.M.			
DAY ONE – FRIDAY 22 <sup>ND</sup> JUNE 2018			
Time	Activities	Expected Outcome	Speakers/Facilitators
08:30 – 09: 00	Breakfast		
09:00 – 09: 30	<ul style="list-style-type: none"> <li>Registration/Sharing of documents</li> <li>Call to order</li> <li>Prayers</li> <li>Introduction of Chairman</li> <li>Chairman's opening remarks</li> </ul>		
09:30 – 10: 00	Statements by IAs (5mins each)	Shared Understanding of the Retreat Objectives	<ul style="list-style-type: none"> <li>HoCS/CABSEC</li> <li>Chairman, PSC</li> <li>Min. of Finance/FS</li> <li>Dir. General, HRMO</li> <li>World Bank, Country Manager</li> </ul>
10:00 – 10: 30	Retreat objectives/Setting the Ground Rules	Agreement on the Ground Rules	Ag. Director, Mgt. Services, HRMO
10:30 – 11: 30	<b>TEA/COFFEE BREAK</b>		
11:30 – 12: 30	Overview of the Retreat – General Background on the Pay and Performance Project	To bring out the broad policy objective for the Pay and Performance	Head of Programmes, PSRU
12:30 – 13: 30	Background to the Job Evaluation and Labour Market Survey for the Sierra Leone Civil Service, Military, Police, Correctional Services, Fire Service and Teaching Service	Shared understanding of the purpose of the Job Evaluation and the various components of the assignment	Director, PSRU
13:30 – 15: 00	<b>LUNCH BREAK</b>		
15:00 – 16: 30	Presentation and Discussion of the Employee Satisfaction Survey	Shared understanding of the objectives of the survey, the methodology used, key findings and challenges faced during the Survey in order to take an informed decision regarding the implementation of the recommendations	<ul style="list-style-type: none"> <li>KPMG</li> <li>Director PSRU</li> <li>Ag Director, MSD</li> </ul>

16:30 – 18: 00	Presentation and Discussion of the Compensation and Benefits Survey	Shared understanding of the objectives of the survey, the methodology used, key findings and challenges faced during the Survey in order to take an informed decision regarding the implementation of the recommendations	<ul style="list-style-type: none"> <li>• KPMG</li> <li>• Director PSRU</li> <li>• Ag Director, MSD</li> </ul>
18:00 – 18: 30	Summary of the day's activities decisions reached and closure		Rapporteurs
<b>DAY TWO – SATURDAY 23<sup>rd</sup> JUNE 2018</b>			
08:30 – 09: 00	Breakfast		•
09:00 – 09: 30	Registration/Sharing of documents		•
09:30 – 10: 00	Recap from day one and agenda for day two	Clarification of issues emanated from day one	• Rapporteurs
10:00 – 11: 30	Presentation and Discussion on the Labour Trend Analysis	Shared understanding of the objectives of the survey, the methodology used, key findings and challenges faced during the Survey in order to take an informed decision regarding the implementation of the recommendations	<ul style="list-style-type: none"> <li>• KPMG</li> <li>• Director PSRU</li> <li>• Ag Director, MSD</li> </ul>
11:30 – 12: 00	<b>TEA/COFFEE BREAK</b>		
12:00 – 13: 30	Presentation and Discussion on the Salary Structure and Implementation	Shared understanding of the objectives of the Salary Structure Design, the methodology, key findings and challenges faced in order to take an informed decision regarding the implementation of the recommendations	<ul style="list-style-type: none"> <li>• KPMG</li> <li>• Director PSRU</li> <li>• Ag Director, MSD</li> <li>• MoFED</li> </ul>
13:30 – 15: 00	<b>LUNCH BREAK</b>		
15:00 – 18: 00	Presentation and Discussion on the Job Evaluation Reports: <ul style="list-style-type: none"> <li>• Civil Service</li> <li>• Military Service</li> <li>• Police Service</li> <li>• Correctional Service</li> <li>• Fire Service</li> </ul>	Shared understanding of the objectives of the Job Evaluation, the methodology/tool used, key findings and challenges faced during the exercise in order to take an informed decision	<ul style="list-style-type: none"> <li>• KPMG</li> <li>• Director PSRU</li> <li>• Ag Director, MSD</li> </ul>

	• Teaching Service	regarding the implementation of the recommendations	
18:00 – 18: 30	Summary of the day's activities decisions reached and closure		Rapporteurs
<b>DAY THREE – SUNDAY 24<sup>th</sup> JUNE 2018</b>			
08:30 – 09: 00	Breakfast		
09:00 – 09: 30	Registration/Sharing of documents		
09:30 – 10: 00	Recap from day one and agenda for day three	Clarification of issues emanated from day two	• Rapporteurs
10:00 – 11: 00	Discussion on Related policy agenda	The Establishment of Compensation and Wages Commission & implication for the actualization of H. E. the President concern on the harmonization of Public Sector pay	D.G HRMO/CabSec
11:00 – 11: 30	<b>TEA/COFFEE BREAK</b>		
11:30 – 13: 00	Action Planning	Consensus on: <ul style="list-style-type: none"> <li>• Outline of action plan on the way forward</li> <li>• Assignment of Roles and Responsibilities</li> <li>• Support needed for implementation activities</li> </ul>	Facilitator/All
13:30 – 13: 45	Closing	Closing Remarks, highlight of priorities	Director PSRU, HoCS, DG, HRMO or any other guest
12:45	Lunch and Departure		

### Annex 3– List of Attendees

1.	Derrick Kawaley, Partner	KPMG
2.	Rakiatu O Kassim, Manager	KPMG
3.	Angelina K. Agyemany, Senior Manager	KPMG
4.	LBO Massaquoi, Assistant Secretary to Cabinet	Cabinet Secretariat
5.	Tony A. Conteh, Director Secretary Operations	SL Correctional Service
6.	Clifford Magus Roberts, Manager	KPMG
7.	Usman Bangura, Deputy Director	HRMO
8.	Georgiana Kamara, Director	Public Sector Reform Unit
9.	Gershon L. Macarthy, State Counsel	Law Officers Department
10.	Amba R. Coker, Ag. DCNMO	Ministry of Health and Sanitation
11.	Amara Sesay, Head Corporate Department	Sierra Leone Police
12.	A B Conteh, Accountant	Accountant General's Department
13.	Augustine Sahr Tutu, Commissioner	Public Service Commission
14.	Renisa A. Beckley, Head, HR and Admin	Public Sector Reform Unit
15.	Haroun Sheriff, Communications Officer	Public Sector Reform Unit
16.	Lamin Tarawally, Programme Officer	Public Sector Reform Unit
17.	Alpha L. Charles, Head-Finance	Public Sector Reform Unit
18.	S.E.B Momoh, Ag. Assistant Secretary to the President	Office of the President
19.	Yei Mbayo, Deputy Secretary	Office of the President
20.	Judith C. Jones, Ag Permanent Secretary	Ministry of Justice
21.	A. I. Bangura, Director	Public Service Commission
22.	Chiblee F. Kamara, Deputy Director, OSH	Ministry of Labour and Social Security
23.	Muluku S. Tarawally, Executive Member	Sierra Leone Labour Congress
24.	Patrick M. Kawa, Ag. Director, MSD	Human Resource Management Office
25.	Anthony M. Sellu, Senior Budget Officer	Ministry of Finance
26.	Desmond Forde, Director	Human Resource Management Office
27.	Benjamin Kamara, Director of Energy	Ministry of Energy
28.	Sylvester M. Taluva, Deputy Chief Fire Officer	National Fire Force
29.	Lauratu Johnson, Assistant Director of Budget	Ministry of Finance
30.	Lt. Col. R.R Gbondo, Co. AFPC	Ministry of Defence
31.	Ahmed A. Ahmed, Head of Programmes	Public Sector Reform Unit
32.	Patrick M. Sama, Deputy Secretary	Cabinet secretariat
33.	Dr. Tom Sesay, Program Manager	Ministry of Health and Sanitation
34.	Ansu S. Tucker, Director General	Human Resource Management Office
35.	Andrew L. Sorie, Director R & S	Human Resource Management Office
36.	Usman Bangura, Deputy Director, SWER	Human Resource Management Office
37.	Sahid M. Conteh, AD PHE	Ministry of Education
38.	Samuel O.J Coker, Director, HRP & B	Human Resource Management Office