

Government of Sierra Leone

The Civil Service Code and Rules

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FOREWORD

The Human Resource Management Office has successfully completed the first review of the Civil Service Code, Regulations and Rules (now referred to as the Civil Service Code and Rules) through a nationwide consultation and validation process. The Civil Service Code and Rules which governs the operations of the Sierra Leone Civil Service should be reviewed after every five years by a process to be led by the Director-General, but for the last 13 years, they have not been reviewed due to several factors such as the outbreak of Ebola, COVID-19, and the unavailability of funds.

The review of the Civil Service Code and Rules has been largely undertaken by the leadership of the Civil Service to guide the behaviour and conduct of Civil Servants, and to create the enabling environment for improved service delivery, which would allow them to play their pivotal role as the main machinery through which Government articulates and implements its policies and programmes. As public administration is a dynamic issue, it is my earnest belief that the review of this document on a regular basis is essential to make the Service conform to changing times and circumstances and thus reposition it for effective and efficient service delivery. This is consistent with government's Medium Term National Development Plan (2024-2030), which articulates 'revamping the Public Sector Architecture', as the fourth of the 'Big Five Game Changers', with the objective of enhancing delivery, efficiency, and professionalism to retain top-tier talents to serve the Sierra Leonean population.

Undoubtedly, this revised Civil Service Code and Rules which encapsulates emerging issues, fundamental principles, professional standards and required ethical behaviour of Civil Servants, is intended to ensure that the values of the Civil Service are strictly adhered to, and that the need for transparency, accountability, due process and the rule of law in the conduct of Civil Servants in the discharge of their duties are at all times maintained.

I therefore entreat all Civil Servants to make it a point of duty to familiarise themselves with this important document as well as other relevant laws relating to public administration that will enhance their functional effectiveness.

AMARA KALLON
Minister of Public Administration and Political Affairs

Introduction

1. The Sierra Leone Civil Service Code and Rules which came into force in 2011, are a set of instructions applicable to all employees of the Sierra Leone Civil Service except where they conflict with specific terms written into the contract or letters of appointment of certain employees. The Code and Rules sets out clear directions regarding the required ethical behaviour of Civil Servants including permanent and contract employees; their relationships and dealings with their stakeholders - namely the Government and the general public to promote transparency and accountability in the conduct of their services. In this regard, provisions have been made for appropriate administrative sanctions to be applied where a Civil Servant whether on permanent or contract appointment is found wanting and disciplinary measures instituted.

2. Every Civil Servant whether permanent or on contract should make it a point of duty to acquaint himself/herself with the Civil Service Code and Rules, and other regulations and circulars germane to the Civil Service.

3. Where any circular or similar instruction, issued prior to the publication of this Code and Rules is contradicted by them, the Rules contained in this Code shall be regarded as cancelling the previous circulars or letters.

4. Where the provisions of these Rules are in any way at variance with the terms of any legislation, the terms of such legislation shall prevail. The provisions of legislation dealing with aspects of conditions of employment which are not dealt with in these Rules apply to public officers to such extent as is laid down in the legislation concerned. These Rules should therefore be read in conjunction with any relevant legislation.

5. In the case of employees of the Prisons Service and the National Fire Service, the Prisons Act and the National Fire Services Act and Rules made thereunder should be consulted.

6. The conditions of service outlined hereunder, except where so stated, does not constitute a formal contract between Government as employer and its employees.

7. In each MDA to which copies of these Rules are issued, the Administrative Head shall be responsible for ensuring that those copies are kept up to date by inserting all amendments. It shall also be the duty of the Human Resource Officers to keep official copies in their care up to date.

8. This Code and Rules shall enter into effect when published by Government, and may be supplemented or amended by the President on the advice of the Head of the Civil Service as and when deemed appropriate.

9. A comprehensive review of the Code and Rules shall be carried out through a consultative process led by the Director-General every five (5) years.

10. Amendments or supplements to this Code and Rules shall have effect from the date they are issued by the Director-General.

11. The interpretation of this Code and Rules rests with the Director-General.

DEFINITIONS

In this Code and Rules, unless the context requires otherwise:

1. "**Civil Service"** means the executive arm of the Government and comprises all employees of Government, whether appointed on permanent or on contract basis **(**other than holders of political positions, members of the Judiciary, Armed Forces, Police, Teachers in Schools and Tertiary Institutions and staff of Parastatals) that advice the Ministers and implement all decisions and policies that are formulated by Government or laws enacted by the Legislature.

2. The Sierra Leone Civil Service is characterised by "permanence", "impartiality" and "anonymity**".**

"Permanence" means that the Civil Service can be a career. Civil Servants, once appointed, are assured of their employment even if there is a change of Government or Ministers; except in cases of misbehaviour, corruption, or gross inefficiency. This is to ensure that there are permanent, experienced Civil Servants available to ensure continuity and assist the Ministers, who are political appointees (and therefore likely to change**).**

"Impartiality" means that Civil Servants shall at all times serve the Government of the day and be politically neutral.

"Anonymity" – the fact that Civil Servants are anonymous means that they can advise on, and carry out policies and decisions of Government without fear of censure from the public.

3. "**Administrative Class**" means the group of senior employees that carry out administrative duties of the Ministries/ Departments/Agencies (MDAs) and include: the Permanent Secretary (Administrative Head of the Ministry), Deputy Secretary, Senior Assistant Secretary and Assistant Secretary who:

a) implement the policies and decisions of the Government;

b) co-ordinate, manage and control the administrative duties of the Civil Service;

c) assist the Minister in the formulation of Government policies.

4. "**Head of Civil Service**" means Secretary to the Cabinet as defined by Section 68 of the Constitution of Sierra Leone (Act No.6 of 1991).

5. "**Permanent Secretary**" means a Professional Administrative Officer in the Civil Service appointed by the President under Section 154 Subsection 2 of the Constitution of Sierra Leone (Act No.6 of 1991). and serves as Vote Controller and Administrative Head of an MDA.

6. " **Head of Ministry***"* – means the Minister who shall exercise general direction and control over the Ministry and subject to such direction and control, the Ministry shall be under the supervision of a Permanent Secretary.

7. "**Executive Cadre**" means the immediate subordinate group that support the Administrative Staff and includes Higher Executive Officers and Executive Officers, who:

a) carry out the policies of Government within the limits of specific instructions;

b) keep records of the details of the decisions and work of Government.

8. "**Administrative/Management Support Cadre**" includes Clerical Assistants/Stenographer, Driver, Records Assistant and Office Assistant. Their duties call for intelligence, smartness, accuracy, handling of documents and typing correspondence.

9. "**Professional /Technical Cadre**" means the categories of officers that provide technical and professional advice to the Minister and the Administrative Head of Ministries/Departments/Agencies and also assist in the implementation of policies and programmes.

10. "**Professional Head**" means the Professional Head of a Ministry or Department that provide technical and professional advice to the Permanent Secretary and the Minister.

11. "**Sub Professional and Technical Cadre"** means a varied middle group of posts that support the Professional Cadre and include sub-professional staff in the following job families: Administration, Information and Social Services; Engineering, Technology and Sciences; Education; Fiscal Affairs and Economic Planning; Health, Medical and Allied Professions; Judiciary and Legal; Protective, Prevention and Enforcement Services.

12. "**Pensionable Officer**" means an officer in the permanent establishment that fulfils the eligibility criteria for the payment of pension by the National Social Security and Insurance Trust (NaSSIT).

13. **"Non-Pensionable Officer**" means an officer serving under a contract or agreement which does not provide for the payment of a pension by NaSSIT.

14. "**Public Service**" means service of the state in respect of the Government of Sierra Leone.

15. "**Commission**" means the Public Service Commission established under the provisions of Section 151 of the Constitution of Sierra Leone (Act No.6 of 1991).

16. "**Director-General**" shall refer to the person appointed as Establishment Secretary under Section 154 Subsection 2 of the Constitution of Sierra Leone (Act No.6 of 1991).

17. "**Constitution**" means the Constitution of Sierra Leone (Act No.6 of 1991).

18. "**Public Office**" means an office in the public service, the emoluments attaching to which are paid from funds provided either in full or partially by Parliament or funds generated by a State Enterprise or Local Council; save those offices that are excluded by Section 171 Subsection 4 of the Constitution of Sierra Leone (Act No.6 of 1991).

19. "**Public Officer**" means a person holding or acting in a public office.

20. "**Office of Emolument**" means any established post in the public service.

21. "**Appointment**" means:

(a) the conferment of an office of emolument in the public service upon a person not in the public service whether or not such appointment is subject to subsequent confirmation;

(b) the grant of permanent and pensionable terms of service in a public office to a person recruited or serving on contract in a pensionable or non-pensionable office;

(c) the engagement in a public office of a person on contract for a further period of service on the conclusion of his/her previous period of engagement in the same or other public office;

(d) the paid appointment of an officer to any public office other than the office to which the officer is substantively appointed;

(e) the promotion of a public officer to a higher substantive post.

22. "**Tour of Duty**" means the period of an officer's assignment to a duty station normally for two years.

23. "**Promotion"** means the elevation of an officer from a lower post to a higher post resulting in an increase in responsibilities and the conferment of a higher salary grade than that attached to his/her last substantive post.

24. "**Re-grading Committee**" means the Committee responsible for reviewing and approving salary grades and the creation of new posts in the Civil Service in tandem with the provisions of the Wages and Compensation Commission.

25. "**'Standing Committee''** means the Sub Technical Committee of the Re-Grading Committee responsible to review and undertake in depth analysis of the technical details of proposals before consideration by the Re-Grading Committee.

26. "**Gross Salary**" means basic salary before tax and NaSSIT deductions, unless otherwise stated.

27. "**Grade**" means a salary grade that is currently in force.

28. "**Official Document**" means any document prepared by a public officer in the course of the discharge of his/her duties or any document which an officer has access to in the course of the performance of his/her duties.

29. "**Spouse**" means the legal partner of an officer, under the laws and customs of Sierra Leone. A spouse may be a wife or a husband.

30. "**Child/Children**" means a child who is under the age of 18 years and:

a) is the officer's biological offspring; or

b) the officer's step-child (i.e., the biological offspring of the spouse of an officer), or

c) a child adopted by the officer in accordance with the law who is wholly dependent upon the officer for his/her maintenance.

The definition of "children" shall not be extended to children who are "wards" of an officer or who have been given to an officer to bring up in the officer's household.

31. "**Subordinate Officer**" means an officer below the next higher grade.

32. "**Sick**" **and** "**Illness**" means incapacity arising from injuries as well as from diseases, certified by a Government Medical Officer.

33. "**Declared Place of Residence**" means the town or village given by an officer as his/her normal place of residence in joining the Service which should be stated on his/her Record of Service.

34. **"Conduct**" means behaviour, attitudes, and character exhibited, within and outside the place of work.

35. "**Misconduct**" means any act/omission by a Civil Servant in violation of this Code and Rules.

36. "**Secondment"** means the temporary release of an officer to the service of a Local Government, approved body or any recognised International Organisation or body for a specified period.

37. "**Contract Officer**" means an employee that is granted a temporary appointment for a specified and limited period which does not provide for the payment of pension.

38. "**Performance Management''** means the process of observing an officer's performance in relation to pre-determined objectives and targets over a specific period of time, with a well-defined mechanism for appraisal, continuous feedback and communication between a supervisor and an officer.

39. **''Supervisor''** means a competent and senior officer who is the immediate superior to a supervisee, and is directly responsible to oversee and manage the work performance of the supervisee/appraisee.

40. **''Appraisee''** means an officer whose work performance is assessed on a periodic basis by a supervisor, based on pre-determined objectives and targets, with the aim of helping the officer perform current tasks and to prepare him/her for future responsibilities.

41. **''Evaluation''** means a formal, systematic and productive procedure meant to measure an officer's work and performance

based on his/her job responsibilities, and to identify possible challenges, including capacity gaps.

42. **''Review''** means a formal assessment in which a supervisor evaluates an officer's work performance based on pre-determined targets, identifies strengths and weaknesses, provides feedback, and sets goals for future performance.

43. "**Provincial Administration**" refers to the administration of government where Civil Servants carry out either administrative, professional, technical and support services at provincial/regional or district levels.

44. "**Provincial Administrators**" refer to:

a) Administrative Officers who are the principal representative of central government posted by the Secretary to Cabinet and Head of the Civil Service in consultation with the Administrative Officers' Postings Committee, to the provinces or districts that include, the Provincial Secretary, Deputy Secretary, Senior Assistant Secretary, Assistant Secretary (at Provincial/Regional level); Senior District Officer, District Officer, Assistant District Officer (at District level); under the Ministry of Local Government and Community Affairs.

b) Professional/technical staff who are the principal representatives of other Ministries, Departments and Agencies that are normally posted by their respective MDAs' posting committees to deliver professional/technical services at provincial/regional or district levels.

45. "**Provincial Secretary**" means the head of Administration that exercises jurisdiction in all districts within the province/region to which he may be appointed, and shall in any such district have all the powers of the Senior/District Officer for such district.

46. "**Senior District Officer**" refers to the principal representative of the Central Government at district level who is monitored and supervised by the Provincial Secretary. Senior District Officers are normally posted to Class "A" districts.

47. "**District Officer"** refers to the principal representative of the Central Government at district level who is monitored and supervised by the Provincial Secretary. District Officers are normally posted to Class "B" districts

48. "**Province**" means such tract of the country declared by the Constitution or any legislation as province/region

49. "**District**" means a political or administrative area as defined by the Constitution of Sierra Leone or any other legislation.

50. "**Dependent Child**" means a biological child, a lawfully adopted child, and a step-child who has not attained his/her18th birthday.

51. "**Marriage**" means:

a) a marriage solemnized within Sierra Leone in accordance with the relevant laws and customs of Sierra Leone;

b) a marriage solemnized outside Sierra Leone in accordance with the relevant laws and customs of the country in which the marriage is contracted, provided that such laws and customs are not in contradiction to the laws of Sierra Leone governing marriage.

52. **"Hard to Reach Station"** means districts or localities that lack the basic social amenities and are very difficult to reach.

53. "**Disability**" means a physical, sensory, mental or other impairment which has a substantial long-term adverse effect on a person's ability to carry out normal day-to-day activities.

54. "**Discrimination**" in the context of disability means treatment of a person with disabilities less favourably solely or mainly on the ground of that person's disabilities and includes using words, gestures or caricatures that demean, scandalize or embarrass persons with disabilities.

55. "**Reasonable adjustment"** in the context of disability means an adjustment or modification that allows the officer with disabilities to have the same access to the workplace as their colleagues without disabilities, and being able to carry out their work in a way that does not put them at a disadvantage or unequal footing with their colleagues.

56. "**Workplace hazard"** means a situation within the workplace that has the potential to cause injury or adverse health effects for people and damage to the machinery or equipment.

57. "**Ethics"** is a set of regulations that guide Civil Servants in the discharge of their duties. It sets forth values, principles, and standards to which Civil Servants aspire and by which their actions can be judged.

58. "**Conflict of interest**" is a conflict between a given person's duty as a Civil Servant and his/her interest as a private person.

Private interest is financial or other interests. It covers the interests of: i) relatives; ii) personal friends, iii) clubs/associations, and iv) persons to whom one owes a favour or is obligated to.

59. A "**whistle-blower"** is a person raising concern about a risk, malpractice or wrongdoing.

60. "**Whistle blowing"** applies to a situation where a Civil Servant or any member of the public raises concerns about risk, malpractice or wrongdoing at work.

61. "**Gender mainstreaming**" is a strategy or process to improve upon the quality of public policies and programmes so as to ensure a more efficient allocation of resources, and considers the interests of both women and men in public policy formulation and implementation.

62. "**Gender discrimination**" is any situation where a person is denied an opportunity, treated unfairly, or is disadvantaged on the basis of their gender.

63. "**Gender equality"** is a situation in which people's rights, opportunities or responsibilities are unaffected by gender considerations.

64. "**Gender equity"** is the means by which fairness is assured for women and men. For there to be this fairness, strategies and measures must be put in place to address whatever disadvantages (economic, social or historical) that have prevented women and men from otherwise operating on a level playing field. **Equity** leads to **equality**.

65. "**Harassment"** in the workplace constitutes a range of unacceptable behaviours and practices, or threats, that aim at, result in, or are likely to result in physical, psychological, sexual or economic harm, and include Gender Based Violence (GBV) and Sexual Harassment. Gender Based Violence and Sexual Harassment are directed at persons because of their sex or gender, and usually affect them disproportionally.

66. "**Gender-Based Violence**" is violence directed against a person because of their gender.

67. "**Sexual Harassment"** is a type of harassment involving unwelcome sexual advances, requests for sexual favours, and other verbal or physical transgressions of a sexual nature.

68. '**Close Relative'** shall include, husband, wife, child, step child, appointed next of kin of an officer, parent-in-law, sibling, father and mother.

69. ‘’**Political Appointee’’** is an individual nominated/selected for a government position by an elected official. This appointee serves at the pleasure of the official who appointed him/her and is typically involved in implementing policy decisions within his/her area of responsibility.

70. **‘’Upgrading’’** refers to the elevation of a Permanent and Pensionable officer of the Civil Service from a relatively lower grade level/post to a higher grade level/post following the acquisition of a higher qualification or competencies during the course of his/her employment in the Civil Service.

PRINCIPLES OF THE CIVIL SERVICE

The Code of Conduct and Rules of the Civil Service have been drawn up in accordance with the following principles of public life which shall serve as a guide to Civil Servants in their work and conduct:

(a) SELFLESSNESS

The role of the Sierra Leone Civil Service is to assist the Government in formulating its policies, in carrying out its decisions, and in administering public services. To this end, Civil Servants shall take decisions solely in the best interest of the country. They shall not take such decisions in order to gain financial or other material benefits for themselves, their families or their friends, but for the benefit of the people of Sierra Leone.

(b) PROFESSIONALISM

i) Civil Servants shall always be loyal to the Government and shall to the best of their ability, implement Government's policies and decisions impartially, transparently and diligently at all times and shall not seek to frustrate or impede the implementation of the decisions or actions of the Government;

ii) Civil Servants shall exhibit a high degree of competence and best practices in the discharge of their duties;

iii) Civil Servants shall deal with the affairs of the public promptly, efficiently, and without bias, according them empathy and respect;

iv) Civil Servants shall strive for professional excellence, strengthening individual capabilities, encourage professional development of others and continually improve the quality-of-service delivery;

v) Civil Servants who are members of professional bodies or organisations with codes of conduct or rules governing the profession shall respect the ethical standards of their profession.

(c) TRANSPARENCY AND ACCOUNTABILITY

i) Civil Servants are personally and institutionally accountable to the Government (employer) and the public (customer) for their decisions, actions and/or inaction, and shall therefore be as open as possible about all the decisions and actions that they take. They shall give reasons for their decisions and restrict access to information only when the wider public interest clearly demands that the information should not be released.

ii) Civil Servants shall endeavour to optimally use public resources including financial, material and human as well as time in the attainment

of organisational objectives, targets or tasks and must ensure that work-related decisions, as far as possible, are transparent and based on sound judgement.

(d) INTEGRITY

i) Civil Servants shall demonstrate strong moral principles, be honest, faithful, dedicated and just in the discharge of their duties and shall not act in a manner that would demean the honour and dignity of the Service. They shall demonstrate at all times personal/professional integrity and shall not place themselves under any financial obligation to individuals or organisations that might influence or compromise their judgment, impartiality or integrity in the performance of their official duties;

ii) Civil Servants shall discharge their duties within the framework of the law and shall not knowingly follow a directive that is contrary to the law;

iii) A Civil Servant shall not sexually harass a fellow Civil Servant or a member of the public;

iv) Civil Servants shall guard against conflict of interest. A Civil Servant whose personal interest conflicts with his/her official duties shall:

a) declare his personal interests to his superior and comply with any directives to avoid the conflict; and

b) refrain from participating in any deliberations with respect to any matter where his personal interests may conflict with his official duties.

v) A Civil Servant who has a duty to give advice shall give honest and impartial advice without fear or favour;

vi) A Civil Servant shall not knowingly give false or misleading information to members of the public or to any public officer.

(e) IMPARTIALITY

i) Justice, fairness, equity and impartiality are the prime values of the Civil Service. Therefore, in carrying out public business, Civil Servants shall not display partiality as a result of personal or family ties or of gender, religion, or ethnic background. They shall treat all people fairly, in making appointments, awarding contracts, or recommending individuals for rewards, promotions and other benefits and shall make choices based solely on merit;

ii) Civil Servants shall not take part in political party activities such as canvassing on behalf of candidates or causes, writing letters to the press on party political matters, accepting any office in any political party

organisation and must not be influenced by partisan political considerations to compromise their impartiality and neutrality in the discharge of their official duties. Officers are however entitled to their own views on political matters and if so, qualified may vote in elections.

iii) Civil Servants may not be required to give up or alter their personal views, including their political and religious convictions. However, they are required to ensure that these views and convictions do not in any way adversely affect their integrity, independence and impartiality in the performance of their official duties.

Chapter 1
Structure of the Civil Service and Grading of Positions

Preamble

Preamble 1.1 All positions within the Civil Service are classified by professional or occupational job category and by grade levels within a common grading structure based on the principles of clarity and simplicity.

Preamble 1.2 The Wages and Compensation Commission in consultation with the Director-General and the Re-grading Committee, shall determine the categorization of positions into grades with a view to increasing the efficiency, effectiveness and productivity of the Civil Service.

Preamble 1.3 The Wages and Compensation Commission in consultation with Director-General shall decide what method or combination of methods of job evaluation may be used to determine the categorization and grading of positions.

Rules

Classification, Structure and Grading of Positions

Structure

Rule 1.1 In the classification of positions into a grading structure:

a) **Professions** and occupations are subdivided into Categories or Job Families;

b) **Categories** are divided into Divisions that are based on related professions or occupations with basically similar characteristics;

c) **Divisions** are divided into Groups within the same professional or occupational field with various levels of challenges and responsibilities;

d) **Groups** are divided into Classes of positions that are sufficiently similar as to kind and level of work to justify using the same job title, qualification requirements and salary range for all;

e) **Classes** may consist of one or more **Positions**.

Rule 1.2 Classes of positions shall be assessed to determine their relative levels in terms of qualifications required, complexity of work, impact and other relevant factors, and on the basis of this assessment Classes of positions shall be allocated their places in a system of appropriate grades.

Rule 1.3 The grading system is the basis for determining remuneration and other entitlements.

Rule 1.4 For the purpose of these Rules, unless otherwise stated, the under-mentioned grades shall be the grade levels across the Civil Service:

i. Grade 14 - Super Scale
ii. Grades 10-13 - Senior Management
iii. Grades 7– 9 - Middle Management
iv. Grades 4- 6 - Junior Officers
v. Grades 1 -3 - Support Officers

Rule 1.5 The structure of the Civil Service, by Job Family, is shown in the Civil Service Administrative Manual.

Creation, Re-grading, Conversion and Abolition of Positions

Rule 1.6 The structure, including the number of positions and their grading shall be reflected in the personnel emoluments estimates of each Ministry, Department and Agency (MDA).

Rule 1.7 Changes in the classification plan should be done by means of:

a) creation of positions;

b) revision of positions;

c) abolition of positions.

It is the responsibility of the concerned Ministry, Department and Agency to report to the Director-General any changes that may affect the classification of positions.

Restructuring

Rule 1.8 Where such conversion, restructuring or re-grading takes place, the incumbent, if any, shall not as of right be appointed to the created position. Normal recruitment procedures shall be observed. This rule shall also apply where a position is upgraded.

Re-grading of existing posts and Creation of new posts

Rule 1.9 Where it is appropriate to re-grade or create a new position or positions during the financial year, the Administrative Head of the Ministry, Department and Agency shall make appropriate recommendations together with the draft Scheme of service and the Job Description to the Director-General for the consideration of the Standing Committee, and for onward

transmission to the Re-grading Committee and for the provision of funds by the Ministry of Finance.

Grades of Positions

Rule 1.10 The appropriate grade for a position should be determined based on the following factors:

(a) responsibility of work;

i. risk involved in the job;

ii. consequences or effect of error or work failure;

(b) independence of action and initiative expected in accomplishment of work;

i. supervision over others;

ii. special qualifications required for successful performance of work;

iii. nature, extent and availability of detailed guidelines for the work.

Complementary analytical systems may be used or devised to establish such appropriate grading of positions in the Civil Service.

Rule 1.11 For senior positions, the following factors are considered as significant indicators in addition to the factors in Rule 1.10, and should be given appropriate weight:

(a) knowledge required for performance of complex duties at senior level;

(b) complexity of work;

(c) scope and effect of decisions and actions;

(d) independence of action.

Rule 1.12 All positions within the Civil Service shall be allocated to grades containing pay ranges from Grade 1 to Grade 14, of which Grade 14 shall be the highest. Within each of the 14 grades, there shall be multiple incremental points.

Grade 14: Officers in this grade perform administrative/professional work which involves organizing and coordinating national services/ programmes as well as providing general direction and control of national programmes and activities. They also contribute towards the formulation of ministerial/departmental policies as well as the implementation of same.

Grade 13: Officers in this grade perform professional/administrative and managerial work including coordinating the operation of MDAs or large professional and technical programmes. Post holders in this grade also direct, control and manage organizations of major national importance. They also exercise oversight responsibilities of subordinate managers. In the professional field, such as engineering, education, or accounting, they are responsible for directing and implementing all professional services and programmes.

Grade 12: Officers in this grade are responsible for administrative/ professional work in supervising and coordinating the activities of divisional units. Their work includes planning, administering and directing programmes and services in the divisions and units. Officers in this grade may also include deputies or higher-level executives/professional managers.

Grade 11: Post holders in this grade provide executive or professional direction for programmes for the Ministries/Departments/Agencies. Officers in this grade also manage aspects of significant projects and programmes, including making administrative and technical decisions, determining the quality of services provided, establishing the internal policy and procedures, and utilizing subordinate officers effectively.

Grade 10: Post holders in this grade assist in directing and managing important programmes and projects under the supervision of higher-level administrative or professional executives. Work in this grade involves the coordination and supervision of subordinate staff. Officers in this grade are held accountable for achieving important work assignments effectively and with the most economic use of financial and human resources.

Grade 9: Post holders in this grade are responsible for the performance of senior supervisory, executive and professional work with the use of independent judgement where appropriate. Such post holders supervise subordinate administrative, professional and technical staff in the execution of programmes and projects in the Ministries/Departments/Agencies.

Grade 8: Officers in this grade work under close supervision and assume personal or supervisory responsibility for providing management or professional services. Officers in this grade may also be responsible for the management of a distinct segment of work or for a particular area of professional services. They may be required to exercise supervision over a small number of staff.

Grade 7: This is the normal entry grade for university graduates in both the administrative and professional cadres of the Civil Service. Post holders in this grade perform sub-professional and administrative work. Officers in this grade assist higher level officers in the management of Government Ministries, Departments and Agencies. They work within standard rules and procedures, often under supervision. The post holders may also supervise subordinate staff.

Grade 6: Officers in this grade work under general supervision with some degree of independence in performing support tasks in the organization. They also perform administrative, professional or technical work that fall within their competencies. These officers may also supervise subordinate staff.

Grade 5: Work at this level is administrative, sub-professional or technical in nature, involving a specific aspect of work. Officers in this group work under general supervision and require both theoretical and practical knowledge regarding procedures and operations. They also require training and/or experience to enhance their effectiveness.

Grade 4: Work at this level is not complex. It entails administrative/management support, sub-professional or technical work that is performed under close supervision. The work in this grade requires training, knowledge of rules and procedures.

Grade 3: Work at this level is routine, which entails administrative/management support, technical or trade work that is carried out regularly within laid down rules and procedures to ensure that standards are maintained. Some training is required to enhance the competencies of the workers that are expected to work under the supervision of superiors.

Grade 2: Work at this level is simple, requiring the performance of a variety of clearly understood tasks to assist or support higher level technical or trade personnel in the discharge of their duties. Specific instructions are provided by the supervisor when new tasks are assigned. The knowledge and skills required to perform the tasks can be acquired in a short period. Work of officers in this grade may also involve significant physical exertion

Grade 1: Work at this level is repetitive in nature, and does not require technical skills. The tasks to be performed are closely related to each other and are easily mastered. Little education, training or previous experience is required.

Chapter 2
Recruitment and Appointment

Preamble

Preamble 2.1 Recruitment means the process of appointing persons into the Civil Service.

Preamble 2.2 Appointment to the Civil Service, at whatever level, is an opportunity, granting the selected candidate membership in a unique group selected for their individual talents and abilities and joined into a corps of employees dedicated to the service of the People of Sierra Leone. The paramount consideration in the appointment of members of the Civil Service shall be by merit.

Preamble 2.3 All appointments under these Rules shall be made by the Commission or delegated by the Commission to other bodies except where it is otherwise provided in the Constitution.

Preamble 2.4 Selection and appointment of members of the Civil Service shall be on the basis of fair and open competition to ensure that the appointments are made on the basis of merit.

Preamble 2.5 The Director-General, in consultation with concerned Ministries, Departments and Agencies, may set specific entry criteria in terms of educational, professional and vocational requirements or length and nature of prior experience.

Preamble 2.6 Selection and appointment of members of the Civil Service shall be made without distinction based on race, gender, religion, region, ethnicity, or disability.

Preamble 2.7 When making an appointment to a vacant position, preference shall be given to candidates already employed in the Civil Service who meet the appropriate requirements. In some cases, the need for fresh talent or skills and experience shall justify an exception to this Preamble.

Preamble 2.8 An initial appointment shall be made to a post and a duty station. Officers may subsequently be promoted or re-assigned to other duty stations. It is the duty and obligation of all Civil Servants to serve at the duty station to which they have been assigned. The Postings Committees shall avoid posting officers who are spouses or close relatives during their tenure of service to the same duty station simultaneously.

Preamble 2.9 Appointments, whether permanent or on contract, shall be made only when provision has been made in the estimates of expenditure in the Manpower Plan for the current year. No increase in the number of posts shall be made above the establishment authorised in the current estimates without approval from the Re-grading Committee.

Preamble 2.10 All newly recruited Civil Servants whether permanent or on contract shall be required to undergo an induction training in various modules that will be determined by the Director-General. The induction training shall constitute part of the criteria for the confirmation of appointment of such officers.

Rules

Recruitment

Advertisement of Vacancy

Rule 2.1 In principle, unless the Commission directs otherwise, all vacancies shall be fully advertised by appropriate notice within the Civil Service or through the Sierra Leone gazette, the press, other media, employment exchanges, or other appropriate means for the information of the general public. There must be a reasonable period of time, with a minimum period of one month, between the date of advertisement and the deadline for applications to be received.

Rule 2.2 Notices and advertisements issued inviting applications for appointment to any vacant post must set out a clear job description and job specification, and instructions on how to apply. Applicants shall be instructed to obtain the relevant forms from the Secretary of the Commission, Human Resource Management Office, District Offices, or from Embassies and High Commissions abroad and appropriate web site.

Selection Methods

Rule 2.3 The selection methods should be appropriate to the needs and requirements of the particular job.

Rule 2.4 Selection methods can include paper sifts, examinations, interviews and assessment centres. All methods should be valid and effective indicators of future performance.

Rule 2.5 Selection for employment in the Civil Service shall be on the basis of merit and in the context of fair and open competition. To this end:

(a) prospective applicants must be given equal and reasonable access to adequate information about a vacant position and its requirements, the experience and/or qualifications required, and the selection process;

(b) all eligible applicants must be considered equally on merit at each stage of the selection process;

(c) selection must be based on criteria relevant to the post to which the appointment is to be made and applied consistently to all candidates;

(d) selection procedures must be reliable and guard against bias, and equality of opportunity must apply throughout the recruitment process.

Rule 2.6 When the qualifications and experience of two or more of the highest-rated candidates are virtually identical, preference shall be given to candidates already employed by the Civil Service in any capacity. When two or more of the highest-rated candidates with virtually identical qualifications and experience are already employed by the Civil Service, preference shall be given to the candidate with the best performance reports in personnel files maintained by the Civil Service, and in the case of equal performance, to the candidate with the longest period of employment in the Civil Service.

Rule 2.7 If a selected candidate declines to accept the position or for some other reason is not available for appointment, the next of the three candidates listed in order of merit must be offered the position. If all three candidates rated at the top of the order of merit in the selection process are unable to fill the post, the post must be re-advertised.

Employment of Unpaid Persons

Rule 2.8 The employment of unpaid persons is prohibited.

Types of Appointment

Rule 2.9 Appointments to the Sierra Leone Civil Service shall be:

(a) into the permanent and pensionable establishment;

(b) on non-pensionable contract to a non-pensionable post, or a pensionable post for a specified period;

Pensionable Appointment

Rule 2.10 All appointments to the permanent and pensionable establishment are made by the Commission, except where the Commission delegates its powers to other bodies or otherwise provided by the Constitution. Appointments to the permanent and pensionable establishment shall be on a probationary basis. See Rule 2.41 through Rule 2.62 inclusive, governing probation and confirmation of appointment.

Contract Appointment

Rule 2.11 A contract appointment is a temporary appointment which does not provide for the payment of a pension. The contract appointment must be recorded in a formal document and shall not be valid until both parties have signed it.

Rule 2.12 Candidates appointed to established posts in the Civil Service on contract terms must sign a contract with the Director-General.

Rule 2.13 All contractual entitlements shall be strictly limited to those contained expressly or by reference in letters of appointment of the holder.

Appointments on contract may be terminated by the Government or by the holder at any time subject to the terms of the contract.

Rule 2.14 Upon the expiration of an officer's contract, the officer shall be entitled to a gratuity as contained in the relevant Acts or Regulations.

Rule 2.15 Unless the terms of the particular contract or letter of appointment otherwise specify, the Code and Rules of the Civil Service, and other relevant regulations where applicable, shall apply to all contract officers.

Duration of contract appointment

Rule 2.16 Contract appointments to established post shall not exceed a maximum period of two (2) years.

Rule 2.17 Contract appointments shall only apply when there is a genuine management need to make an appointment of limited duration where there is no suitable serving officer. When contracts are advertised or when the terms of reference are drafted, the requirements regarding qualification, experience, ability, health and character for appointments shall normally be adhered to.

Gazetted/Full Acting Appointment

Rule 2.18 An officer shall be regarded as duly appointed to act in a higher office if:

(i) the appointment is considered essential.

(ii) he/she is capable of performing the duties and responsibilities of the higher post;

(iii) his/her acting appointment is published in the Sierra Leone Gazette.

Rule 2.19 An officer may be duly appointed to act in a higher office in any of the following circumstances:

(i) when the office is vacant; or

(ii) when the substantive holder of the office is on vacation leave or is absent from Sierra Leone on

sick leave, or has been duly appointed to act in another office or has been placed on special duty;

or

(iii) when the substantive or acting holder of the office is incapacitated by illness.

Rule 2.20 All recommendations for acting appointments shall be submitted to and approved by the Director-General or the Commission before the effective date of the acting appointment.

Rule 2.21 Full acting allowance is payable to the officer appointed to act in a gazetted acting capacity, which is the full difference between the salary of his/her substantive post and the salary of the higher post. In the case of a spinal point system of salary administration, the acting allowance will be calculated as the full difference between the salary point of his/her substantive post and the next advantageous spinal point of the higher post/grade in which he/she is appointed to act.

Rule 2.22 The duration for which an officer serves in an acting position or appointment shall not exceed one year provided there is a clear vacancy.

Rule 2.23 Where an officer serving in an acting capacity cannot perform the responsibilities of the higher position, he/she will be required to revert to his/her substantive position within six months from the date of assumption of the duties of the higher post.

Special Acting Appointment

Rule 2.24 An officer shall be regarded as duly appointed to serve in a Special Acting capacity if:

(i) the post is two or more steps higher than his/her substantive post

(ii) the substantive post holder is temporarily absent for a period not less than 30 days

(iii) the appointment is considered essential

(iv) he/she is deemed capable of performing the duties and responsibilities of the higher post;

Rule 2.25 An officer serving in a Special Acting capacity shall be eligible to earn an acting allowance amounting to 75% of the difference between the salary of the substantive post holder and the salary of the higher position, the duties of which the officer is performing. In the case of a spinal point system of salary administration, the acting allowance will be calculated as 75% of the difference between the salary point of his/her substantive post

and the next advantageous spinal point of the higher post/grade in which he/she is appointed to act.

Minimum and Maximum Age for Appointment

Rule 2.26 To be eligible for appointment to the Civil Service, a candidate must have attained the age of 18 years.

Rule 2.27 Persons above 50 years of age with no past National Social Security and Insurance Trust contributions shall not be appointed to the permanent and pensionable service except on contract appointment.

Background Check

Rule 2.28 To ensure against the appointment or re-appointment of undesirable or ineligible persons, all candidates applying for appointment to the Civil Service shall be required to furnish their background in the relevant section of the Application Form.

Rule 2.29 Before an unconditional offer of appointment is made, a careful enquiry should be made into the candidate's records and antecedents. Candidates must state whether or not they have previously been in Government employment and concealment of this or of any other material fact related to their previous employment, whether in Government or not, or any intentional false statement, or false or exaggerated claims as to the level of education achieved and/or degrees, diplomas and certificates earned shall be regarded as grounds for non-employment or termination of employment and even prosecution.

Rule 2.30 The Civil Service is a group committed to the highest standards of integrity, honesty and effective service to the people of Sierra Leone. No person who has been convicted of an offence involving fraud, theft, violence, or rape for which he has not been pardoned shall be appointed or re-appointed to the Civil Service in any capacity whatsoever. Persons dismissed from the Civil Service shall not be reappointed in any circumstance.

Nationality

Rule 2.31 In making appointments, other than those in the permanent and pensionable service, the Commission and appointing officers shall be guided by the principle that no consideration shall be given to the recruitment of non-Sierra Leoneans unless the Commission or the appointing officer is satisfied that no qualified and suitable Sierra Leonean candidate is available.

Medical Examination

Rule 2.32 Persons to be appointed in the Civil Service shall be physically fit for service to the state. A candidate for appointment therefore shall be examined by a Government Medical Officer with a view to ascertain whether he/she is of sound health and fit for employment in the Civil Service. If the

candidate is not passed as physically fit for service, his/her appointment shall not be effected.

Rule 2.33 Civil Servants, once appointed, shall be required at any time to present themselves to a duly constituted Medical Board for medical examination, in order to satisfy the Civil Service that they are free from any ailment which prevents the effective performance of their duties or which is likely to impair the health of others, and they may be required to receive inoculations or treatment, including psychiatric treatment, appropriate to preserve their own health or the health of others.

Medical Standards for Appointment

Rule 2.34 Physical disability does not automatically disqualify a candidate from appointment to the Civil Service, but the candidate to be appointed shall be free from any mental or physical disability or infirmity likely to interfere with the performance of his/her duties.

Letter of Appointment

Rule 2.35 A Letter of Appointment shall be issued to a candidate selected for appointment to the Civil Service by the Director-General and copies extended to the Accountant-General and the Auditor-General.

Rule 2.36 The Letter of Appointment shall contain expressly or by reference all of the terms and conditions of employment. All contractual entitlements of members of the Civil Service shall be strictly limited to those contained expressly in their Contracts.

Obligations of newly appointed officers

Rule 2.37 Before taking up appointment, whether contract or permanent, at any level in the Civil Service, candidates appointed are required to accept the appointment in writing and acknowledge that they will at all times observe and comply with this Code and Rules.

Effective Date of Appointment

Rule 2.38 Appointment shall take effect from the date the officer reports for duty.

Duty Station

Rule 2.39 The duty station to which an officer is posted whether on first appointment or subsequently is determined by the requirements of the Service. No undertaking can be given in any circumstance that an officer on first appointment or thereafter shall be posted to any particular duty station. An officer who refuses to comply with an order regarding a posting or transfer to a duty station shall be liable to dismissal from the Civil Service, with forfeiture of all privileges and emoluments.

Rule 2.40 Since the posting of officers is carried out in accordance with the requirements of the Service, officers shall understand that while their family situation shall be taken into account to the extent possible when assigning them to a duty station, their family situation cannot be the basis for any claim to

be posted to a duty station at which better social amenities, schools or accommodation are available. The family situation of an officer shall not be accepted as an excuse for any omission to carry out fully and in a timely manner the duties assigned to the officer.

Rule 2.41 All officers appointed to the Civil Service shall be required to comply with the normal conditions or practices of their employment, including regular attendance, respect of working hours**,** the working of overtime when appropriate, and acceptance of the obligation to transfer to any part of the country at any given time.

Probationary Period

Rule 2.42 On first appointment to a permanent and pensionable post, an officer shall normally hold his/her appointment on probation for a period of six (6) months for officers in Grades 1-6, and twelve (12) months for officers in Grades 7-14.

Rule 2.43 Probation should be regarded as a means of ensuring, in the interest of both the Government and of officers themselves, that those appointed into the Civil Service meet the highest standards of competence, ethics and integrity, and are suited by temperament for a career in the service of the people of Sierra Leone. The first consideration, therefore, with regard to the confirmation of officers on probation in the permanent establishment, is that during their probationary period, they are required to pass the prescribed pre-confirmation examination, if any, and should be evaluated on their conduct, ability to learn their work and their suitability for it. They should, therefore, be given every facility for acquiring experience of their duties and their performance shall be kept under continuous review.

Rule 2.44 Officers appointed into the Administrative Class and certain categories of officers as specified in chapter one section 12 of the Administrative Manual shall be required to sit all the subjects of the Pre-Confirmation examination, while other categories of officers shall be required to sit a certain number of subjects as may be determined by the Director-General in consultation with the Head of the Civil Service.

Rule 2.45 Technical officers appointed under Rule 2.41 shall be exempted from sitting the normal Pre-Confirmation examination, but shall be required to undergo departmental pre-confirmation tests and such tests shall form part of their confirmation process. The subjects of the pre-confirmation tests shall be determined by the Head of the Ministry in consultation with the Director-General and Head of the Civil Service.

Rule 2.46 If during the first few months of service an officer shows failings which make it doubtful whether he/she will become suitable for permanent appointment, he/she should at once be warned in writing and given all possible assistance to correct his/her faults.

Rule 2.47 Any officer appointed from the administrative/management support grades to a post carrying executive or administrative responsibility shall hold his/her appointment on trial for a period of six (6) months. His/her appointment shall be confirmed using the Individual Performance Appraisal System (IPAS) assessment.

Rule 2.48 If the Administrative Head of the Ministry, Department and Agency considers that, on the basis of the performance of the officer, the probationary period of an officer without previous non-pensionable service should be reduced, the Administrative Head of the Ministry, Department and Agency shall report to the Director-General, in writing with full justifications, and the Director-General shall reduce the probationary period by any period from two (2) to six (6) months.

Rule 2.49 Officers appointed under the provisions of Rule 2.42 and subject to a probationary period of between 6 to 12 months shall be evaluated by their supervisors after one year using IPAS.

Rule 2.50 Officers appointed under the provisions of Rule 2.42 and subject to a trial period of six (6) months shall be evaluated by their supervisors after three months.

Rule 2.51 Notwithstanding Rule 2.46 if at any time after the first 3 months of an officer's probationary period his/her supervisor has doubts about the suitability of the officer for retention in the Civil Service, the supervisor shall make one or more supplemental evaluation of the probationary officer.

Rule 2.52 All reports under the provisions of Rule 2.47 and Rule 2.48 by supervisors of probationary officers shall be submitted to the appropriate Head of Department who shall add his/her views and forward the reports to the Director-General. When the supervisor is the Administrative Head of the Ministry, Department or Agency he/she shall submit the reports directly to the Director-General.

Rule 2.53 All reports made under the provisions of Rule 2.46, Rule 2.47 and Rule 2.48 shall be confidential.

Rule 2.54 At the end of the period of probation the officer shall, unless his/her probationary appointment is terminated or extended, be confirmed in his/her appointment.

Rule 2.55 In principle, probationary periods may not be extended beyond the periods set out in Rule 2.42 and Rule. 2.43. When a Head of Department has any doubt about the suitability of a probationary officer, it shall be the duty of the Administrative Head of the MDAs to take the interests of the Civil Service fully into account when formulating his/her recommendation at the end of the probationary period. The Administrative Heads of the MDAs are expected to make firm recommendations about retention or dismissal of probationary officers three months before the end of the probationary period, and the Director-General shall be expected to take firm decisions taking the recommendations of the Administrative Heads of the MDAs fully into account. Only in the most exceptional circumstances can the Director-General extend a probationary period. In such cases, there shall be only one extension, and it shall be for no more than one year.

Recommendation for Confirmation

Rule 2.56 It shall be the duty of the Administrative Heads of MDAs to furnish the Director-General reports on officers three months before the end of their probationary period. It shall not be left to officers to apply for confirmation. When an Administrative Head of MDA is absent from the office for a period of two weeks or more, he/she shall review all probationary appointments in the MDA and for cases in which recommendations are due during the Administrative Head of MDAs absence, he/she shall leave definite written recommendations on these cases to be forwarded at the appropriate time by the officer appointed to act for the Administrative Head.

Confirmation of Appointment

Rule 2.57 An officer on probation shall be eligible to be confirmed in office at the end of the probationary period subject to:

satisfactory work;

(a) satisfactory conduct;

(b) satisfactory health;

and subject also to any prescribed conditions which may include:

(i) passing of prescribed examinations and/or departmental tests;

(ii) satisfactory completion of a course or courses of instruction;

(iii) other conditions laid down for the particular appointment.

Rule 2.58 Prior to confirmation the Administrative Head of MDA shall furnish a medical and appraisal report on the officer.

Medical Clearance

Rule 2.59 The medical certificate obtained for purposes of appointment on probation and confirmation shall ordinarily be accepted for the purpose of becoming an established officer.

Pre-Confirmation Examinations

Rule 2.60 Pre-confirmation examinations shall be required to test the candidates' knowledge of administrative laws, regulations and rules as well as the knowledge relevant to specific professions and groups of jobs.

Rule 2.61 Additional information about pre-confirmation examinations, including the subjects to be covered by the examinations is provided for in the Administrative Manual.

Rule 2.62 Officers eligible to sit to the pre-confirmation examination shall be informed by the Director-General through their Administrative Heads of Ministries.

Rule 2.63 Success in the pre-confirmation examinations shall not be the sole basis for the confirmation of an officer's appointment. In determining the confirmation of an officer, all relevant facts shall be taken into account, notably the performance appraisals contained in the personnel file of the officer.

Confirmed Officers Status

Rule 2.64 Subject to these Rules, a favourable recommendation from the Administrative Heads of MDAs, a satisfactory medical examination (see Rule 2.56) and a satisfactory pre-confirmation examination result if required, an officer shall become a confirmed officer at the expiry of the applicable probationary period, unless:

(a) the officer elects, before the expiry of the probationary period, to resign his/her appointment;

(b) the officer has not passed the required medical examination, owing to injury, disease or ill-health suffered or contracted in military, naval, air or similar service and shall, if the Commission so determines, on the recommendation of the Medical Board become an established officer.

Letter of Confirmation

Rule 2.65 Confirmation of appointment in the Civil Service is a very important event. Admission into the Civil Service shall be competitive, and those who succeed in the selection process and perform well during the course of their probationary period deserve recognition for their accomplishments. Upon confirmation of appointment, the Administrative Heads of MDAs shall present an officer with a letter from the Director-General announcing the confirmation and to the extent practicable, the Administrative Heads of MDAs should hand the letter personally to the newly confirmed officer.

Rule 2.66 The Postings Committees shall avoid posting officers who are spouses or close relatives during their tenure of service to the same duty station simultaneously.

Chapter 3
Salary

Preamble

Preamble 3.1 There shall be a salary structure made up of salary grades for each approved post in the Civil Service. There shall also be a spinal point or notch system to account for salary differentials based on length of service and other considerations such as performance.

Preamble 3.2 There shall be a unified salary structure for all Civil Servants.

Preamble 3.3 The salary structure shall meet the following requisites:

a. salaries shall be equal for substantially equal work;

b. differences in salaries should be based on recognizable differences in the work performed, the responsibilities assigned, and the qualifications required;

c. salaries should be determined after consideration of prevailing levels of pay for comparable work in other sectors of the Sierra Leone Labour market;

d. salary structures are not static and must mirror actual work performed and must change as work and economic trends change. To that end, the Wages and Compensation Commission shall undertake the appropriate research into pay and conditions to justify any proposed general increase or other amendment to the existing pay and grading arrangements.

Preamble 3.4 Salaries for the Civil Service shall be determined as contained in the Wages and Compensation Commission Act, 2023.

Preamble 3.5 The Director-General shall publish approved salary grades for the Civil Service. Grades, once published, shall remain in force until superseded by new salary grades.

Preamble 3.6 Methods to be applied to determine the classification and grading of posts and the salary structure shall be decided by the Wages and Compensation Commission in consultation with the Director-General and the Re-grading Committee, subject to job evaluation or any other method or combination of methods considered to be appropriate.

Preamble 3.7 Where applicable, the principle of proration shall be applied in the payment of salaries and compensations.

Rules

Rule 3.1 The Wages and Compensation Commission, in consultation with the Director-General and the Re-grading Committee shall set the salary grade(s), including the value of salary increments. The Director-General shall publish the approved salary grades and conditions for the granting of salary increments within grades based on the spinal point system.

Initial Salary on Appointment

Rule 3.2 In principle, the initial salary on appointment to the Civil Service is the base spinal point appropriate to the grade to which the appointment is made.

Rule 3.3 The commencing salary at a higher incremental point may be applied to a person appointed to the Civil Service which shall be determined by the Wages and Compensation Commission in consultation with the Director-General where the appointee can show higher than minimum requirement for the position in the following categories:

(a) academic, professional and technical qualifications;

(b) relevant training and/or experience;

(c) attributes appropriate for the efficient and effective execution of tasks attached to the post to which the appointment is made.

In-Grade Salary Increments

Rule 3.4 Satisfactory service for the purpose of awarding a salary increment is defined as satisfactory performance and conduct of staff members in their assignments, as evaluated by their immediate supervisors.

Rule 3.5 The award of salary increments for satisfactory service shall be made annually on the anniversary of the first day of the pay period following first appointment or most recent promotion, based on a satisfactory assessment covering the twelve months since the previous award or the satisfactory completion of twelve months' probation.

Rule 3.6 Where a probation period is extended, the increment shall not be awarded until the satisfactory completion of the extended probationary period, and subsequent incremental dates shall then be the anniversaries of the new incremental date now established.

Rule 3.7 When no salary increment is awarded because of poor performance and/or unsatisfactory conduct the staff member shall not normally be eligible for a further increase until one year after the due date of the withheld increment. Exceptionally, where significant

improvement is made, the increment may be awarded after six months following the adverse review. The date shall then become the new incremental date.

Rule 3.8 No further salary increment shall be due once the maximum salary in the staff member's grade has been reached.

Salary on Promotion

Rule 3.9 On promotion, an officer shall be given a salary in the new grade which is at least one annual increment above the officer's pre-promotion salary.

Rule 3.10 If promotion is implemented in the month in which the officer is due an increment, such increment shall be included in the salary at the higher level.

Deductions from Salary

Rule 3.11 Deductions from salaries may be made for the following purposes:

(a) Pay As You Earn (PAYE);

(b) contributions to National Social Security and Insurance Trust Fund (NaSSIT);

(c) to pay debts owed to the Government;

(d) to pay debts owed to third parties when such deductions are required by law or a judgement of a competent court of Sierra Leone.

Rule 3.12 When a newly recruited Civil Servant assumes duty before the 15th of a given month, he/she shall be paid a full monthly salary for that given month.

Proration of salary

Rule 3.13 When a newly recruited Civil Servant assumes duty after the 15th of a given month, his/her salary shall be prorated for that given month.

Chapter 4
Allowances and Provision of Quarters

Preamble

Preamble 4.1 There shall be a system of allowances available to eligible members of the Civil Service.

Preamble 4.2 Salaries payable under the provisions of Chapter 3 of this Code and Rules are compensation for the efficient performance of official duties. Allowances are additional to salaries and are intended to meet specific needs and requirements of groups or individuals within the Civil Service who meet eligibility requirements.

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Preamble 4.3 The Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary shall approve the value of allowances and the rules governing eligibility for allowances for the Civil Service.

Preamble 4.4 The Director-General shall publish approved rate(s) of allowances for the Civil Service. A rate, once published, will remain in force until superseded by a new rate.

Preamble 4.5 Certain allowances/benefits shall not be provided to an officer under suspension precipitated by disciplinary action.

Preamble 4.6 There shall be a Housing Allocation Committee for the allocation of Government quarters at the designated ministry.

Rules

Allowances

Acting Allowance

Rule 4.1 An officer on Gazetted Acting appointment shall be paid the base salary of the higher post. However, if the officer's current salary is higher than the base salary of the higher post, he/she shall be placed on the next advantageous point in the higher grade.

Rule 4.2 No Acting Allowance shall be paid for a period of Acting Appointment, which is less than one month (30 days). An officer who acts for more than a month shall receive the Allowance retrospectively from the date of assumption of the duties of the higher post.

Rule 4.3 Where two periods of Acting appointments are broken by a period of less than one month (30 days), both periods shall be taken as continuous for the purpose of Rules 2.18 and 2.19.

Rule 4.4 No officer shall be permitted to draw more than one acting allowance at any given time.

Rent Allowance

Rule 4.5 Government may provide quarters for Civil Servants. Where the supply of quarters is insufficient, a monthly rent allowance may be paid the quantum of which shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Finance.

Remote Station Allowance

Rule 4.6 Officers posted to remote areas i.e., outside of the District Headquarter Towns, shall be paid an allowance that would be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Transport Allowance

Rule 4.7 Civil Servants shall receive a Transport Allowance that shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Finance.

Medical Allowance

Rule 4.8 Civil Servants shall receive a Medical Allowance to be determined by the Wages and Compensation Commission in consultation with the Ministry of Finance.

Interpreter's Allowance

Rule 4.9 An officer other than one specifically appointed as an interpreter who undertakes to interpret into a local language where the official interpreter for any language is unavailable, shall be paid an interpreter's allowance, with the approval of the Director-General.

Rule 4.10 The Interpreter's Allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Warm Clothing Allowance

Rule 4.11 Officers who are nominated by Government to undergo courses of study in certain parts of the world, coinciding with winter, for a period not less than three months, shall be paid a Warm Clothing Allowance.

Rule 4.12 The quantum of this allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Allowances for Assessors, Jurors, Witnesses,, Interviewees

Rule 4.13 Serving officers who are called upon to perform duties outside their duty stations as assessors, jurors, or witnesses or are called upon to attend interviews within the Civil Service are

regarded as being on duty, and shall be eligible to claim travel and subsistence allowances.

Rule 4.14 The value of applicable travel and subsistence allowances shall be those currently in force.

Entertainment Allowance

Rule 4.15 Senior Civil Servants in Grades 13 and above are provided an entertainment allowance as they are expected to entertain persons within or outside the Civil Service on behalf of the Government as a public relations exercise. The purpose of the entertainment allowance is to defray such official entertainment costs incurred by Senior Civil Servants. However, other officers (such as Provincial Secretaries, Senior District Officers and District Officers) who are also expected to entertain persons within or outside the Civil Service on behalf of the Government as a public relations exercise, shall be provided with an entertainment allowance.

Rule 4.16 Officers referred to in Rule 4.15 shall receive an entertainment allowance. Such allowances shall be paid monthly and are only payable in respect of the period during which the officer is occupying a designated post. Officers acting in a vacant post that carries an entertainment allowance shall receive such allowance for the period they act in the post.

Rule 4.17 The quantum of this allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Domestic Servant Allowance

Rule 4.18 Senior Civil Servants in Grades 13 and above are expected to entertain persons within or outside the Civil Service on behalf of the Government as a public relations exercise. Some of the entertainment is done in the homes of the Senior Civil Servants. The purpose of the Domestic Servant Allowance is to defray the cost of services needed to provide household assistance to support Senior Civil Servants and their spouses as they undertake such activities in the interest of the Government.

Rule 4.19 The Domestic Servants Allowance shall be paid to Senior Civil Servants in Grades 13 and above**.**

Rule 4.20 The quantum of this allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Family Separation Allowance

Rule 4.21 When:

(a) an officer with dependent children of school age is transferred to a different duty station;

(b) it is not possible to time the transfer in a manner that avoids interruption of the children's school year; and

(c) the officer chooses to leave spouse and children behind until the end of the current school year while proceeding to the new duty station;

a Family Separation Allowance shall be payable from the date of transfer to the new duty station to the end of the dependent children's school year, up to a maximum period of 8 months, to cover the cost of maintaining separate households.

Rule 4.22 The value of the Family Separation Allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Leave Allowance

Rule 4.23 All officers shall be entitled to leave allowance equivalent to one month's gross salary when they proceed on vacation leave. The allowance shall be paid prior to the departure of the officer and shall be charged to the officer's MDA Vote.

Uniforms and Protective Clothing

Rule 4.24 Government shall provide adequate and appropriate uniforms or protective clothing for officers who by virtue of their duties require uniforms or protective clothing.

Fuel Allocation

Rule 4.25 Government shall provide fuel to facilitate the work of Ministries Departments and Agencies. Confirmed Officers in Grades 7 and above who are provided with official vehicles or use their private vehicles on official duties shall be provided with 45 litres of fuel on a weekly basis, contingent on the availability of budgetary allocation.

Rule 4.26 Confirmed Officers in Grades 7 and above who use their private vehicles on official duties and are provided with fuel, shall be required on an annual basis make their vehicles available for physical verification by a designated officer. However, the vehicle's life card shall be in the officer's name, spouse or his/her immediate family (father, mother, brother and sister) as contained in the National Civil Registration Authority Act 2016.

Rule 4.27 Staff below Grade 7 who perform essential services (e.g., dispatch, field work, etc.) shall be provided with fuel/transportation reimbursement which should be factored in the estimate of expenditure of the MDA.

Rule 4.28 Civil Servants on contract shall not be entitled to the weekly allocation of fuel except where specified in their letters of appointment or on special official duties.

Rule 4.29 Civil Servants on special assignment to other institutions within the Government service shall be entitled to the weekly allocation of fuel in his/her parent institution, provided he/she is not receiving from the assigned institution.

Restriction/suspension of allowances

Rule 4.30 Officials on official local travel outside of duty stations, shall be entitled to fuel allocation based on the distance(s) covered.

Rule 4.31 An officer who is suspended from work pending a disciplinary enquiry shall not be entitled to transportation and other allowances/benefits such as leave, fuel, etc, as determined by the Administrative Head of the MDA, subject to the approval of the Director-General.

QUARTERS

Rule 4.32 In principle, where available, Government provides quarters for Civil Servants. Quarters are divided into two categories:

(a) Class A: for officers on Grades 7 and above.

(b) Class B: for all other grades.

Eligibility Criteria

Rule 4.33 Only confirmed officers shall be eligible for government quarters.

Rule 4.34 Civil Servants on contract extension who occupy government quarters, shall continue to have tenancy until the expiration of the contract.

Rule 4.35 Non-Civil Servants on contract shall not be entitled to government quarters in categories A and B.

Conditions for Occupancy

Rule 4.36 Civil Servants shall be required to pay rent for any Government Quarter or hostel they occupy, at rates stipulated from time to time by a designated committee, that shall be set up by the Administrative Head of the Ministry responsible for the allocation of government quarters in consultation with the Director-General.

Rule 4.37 Officers occupying Government quarters shall not sub-let or assign such quarters to third parties and shall not use such quarters for commercial purposes of any sort. Any officer who violates this rule shall be liable to forfeiture of tenancy and eviction of the occupants.

Rule 4.38 Items of furniture belonging to Government shall not be transferred from or to any quarter without prior written permission of a designated authority.

Rule 4.39 Any officer who fails to vacate a quarter after due notice shall be guilty of gross misconduct and shall be liable to disciplinary action as well as legal eviction.

Officers on Secondment/ No-pay leave

Rule 4.40 Officers on secondment or no pay leave shall pay rent that shall be determined by the Housing Allocation Committee.

Retired Officers

Rule 4.41 A retired civil servant shall vacate a Government quarter within six months from the date of his/her retirement.

Officers Posted abroad

Rule 4.42 Officers posted abroad shall vacate their quarters within six months on assumption of duty in the new duty station.

Deceased Officers

Rule 4.43 In the event of the demise of an officer occupying a quarter, a period not exceeding twelve months shall be allowed to the spouse and/or recognized dependants of the deceased officer to vacate the quarter; provided that the spouse and/or dependants were residing with the deceased officer at the time of his/her death.

Allocation of quarters

Rule 4.44 In the Western Area, quarters are allocated by the Housing Allocation Committee, and in the provinces by the Provincial/District Housing Allocation Committee headed by the Provincial Secretary or District Officer. The Senior District Officer and Assistant District Officer shall serve as secretary, respectively. For the provinces, a comprehensive list of occupants of quarters shall be prepared and submitted in the first quarter of every year by the allocating authority to the Ministry of Works and Public Assets.

Rule 4.45 An officer who receives a notice of eviction for a government quarter and feels the notice is unfair, reserves the right to appeal to the Head of the Civil Service.

Rule 4.46 The Human Resource Management Office shall be a member of the Housing Allocation Committee.

Chapter 5
Promotion, Upgrading, Transfer and Secondment

Preamble

Preamble 5.1 Promotion means the elevation of an officer from a lower post to a higher post resulting in an increase in responsibilities and salary.

Preamble 5.2 Officers in the Civil Service shall be required to undergo a pre-promotion assessment using performance appraisal and other forms of assessment (skills development/capacity building, in-service training etc,) to determine promotion. For senior positions an interview panel can be constituted or training course on the set of competencies required for the position.

Preamble 5.3 All promotions shall be based on considered decisions as to the fitness of an officer to undertake duties at the higher level. In assessing officers for promotion, Administrative Heads of MDAs and the Commission shall be guided primarily by the criteria of merit and ability which shall be the overriding consideration, and secondarily by seniority, experience and official qualifications of the officer.

Preamble 5.4 An officer shall be eligible for consideration for promotion only under the terms set out in the rules governing promotions. Promotion procedures and criteria shall be made known to staff, including the right to appeal.

Preamble 5.5 As part of the manpower planning process, Administrative Heads of MDAs shall ensure that the list of officers eligible for consideration for promotion are transmitted to the Director-General annually.

Preamble 5.6 Permanent and Pensionable Civil Servants shall be eligible for upgrading following the acquisition of higher qualifications during the course of their employment in the Civil Service. To this end, Government shall adopt an upgrading policy which shall contain the following:

a. The rationale for the development of the policy
b. The policy objectives
c. The eligibility criteria and
d. The procedure for implementation.

Preamble 5.7 Officers may be transferred within Departments, between Departments and or between duty stations according to the needs of the Service.

Preamble 5.8 Transfers of Administrative Officers shall be initiated by the Administrative Officers' Postings Committee. The transfers of professional staff within a Ministry shall be authorized by the Permanent Secretary while the transfer of

professional/technical staff across MDAs shall be authorised by the Director-General based on recommendations from the Professional Head. Clerical and Executive staff shall also be transferred by the Director-General.

Preamble 5.9 Officers may be seconded to entities outside the Civil Service.

Rules

Promotion

Promotions Linked to Responsibilities at a Higher Level

Rule 5.1 Promotions are linked to an increase in responsibility, authority and salary. To implement a promotion, there shall be a vacant post available at a level higher than the substantive grade level of the officer to be promoted, and the officer promoted shall be assigned to that post and made responsible for carrying out the duties attached to it.

Pre-promotion Training

Rule 5.2 In order to enhance the capacity of officers to undertake responsibilities at a higher level, they shall be required to undergo a pre-promotion training course based on certain required competencies as may be contained in the Civil Service Competency Framework.

Rule 5.3 The Director-General shall determine the mode or method of assessment to be used at any time promotions are due.

Rule 5.4 Promotion is normally linked to one grade at a time. Where exceptionally, a promotion is made to a vacant post at two grades higher than the officer's grade before promotion, the employee shall be paid at the grade to which he/she is promoted.

Criteria for Promotion

Rule 5.5 When considering officers for promotion, due regard shall be paid to three (3) elements:

a) merit;

b) seniority

c) conduct

Merit

Rule 5.6 Merit is the primary consideration to be taken into account in deciding on promotions. Merit means demonstrated competence in the past as measured by an officer's performance appraisal reports. Merit also means objective assessment that the officer is competent to perform the tasks attached to a post at the higher level, including a review of successful completion of required pre-promotion training on a set of mandatory competencies for the position, and that the officer has a potential for future career development.

Seniority and Experience

Rule 5.7 Since the acquisition of experience is expected to give an officer a higher level of competence, the minimum level of seniority shall be taken into account. However, the promotion of the most senior officer(s) for a position cannot be considered a foregone conclusion, and no promotion will be given solely on grounds of seniority; rather merit shall be the main criterion for promotion.

Rule 5.8 When two or more candidates for promotion have equal merit and conduct, the most senior candidate among them shall be selected for promotion.

Seniority on first appointment

Rule 5.9 Seniority between persons selected for first appointment shall be decided from the date they take up their appointment. Where however two or more persons take up their appointment on the same day, seniority between them will be determined by the date of the letter of appointment. If such letters are issued on the same date, the seniority shall be decided by salary, or in the case of salary being equal, by age.

Rule 5.10 Unless otherwise prescribed, if a number of officers are promoted from one grade to another with effect from the same date, then they will retain amongst themselves their order of seniority as immediately preceding the date of such promotion.

Rule 5.11 Where consideration for seniority based on merit, salary and age as in Rule 5.8 and Rule 5.9 is the same, the Administrative Head of the MDA shall use his/her discretion to determine the most suitable senior officer, subject to the approval of the Director-General.

Rule 5.12 When an officer with less seniority than another officer or officer(s) is promoted, the more senior officer(s) shall have no super-session rights since seniority is not the main criterion for the selection of officers for promotion.

Appeal Against Promotion Decisions

Rule 5.13 Notwithstanding Rule 5.8, an officer who believes a promotion decision was influenced by biased judgment, may petition to the Commission to review the decision.

Time in Grade Requirements

Rule 5.14 Subject to availability of a vacancy, the minimum period of service to be eligible for consideration for normal promotion to the next higher grade shall be five years.

Promotion Procedures

Rule 5.15 Selection of a candidate for promotion in the Civil Service shall be:

(a) on the basis of merit as documented by the performance record of the candidate;

(b) based on relevant criteria applied consistently to all eligible candidates, including a review of successful completion of pre-promotion training requirements, and/ or additional qualification requirements;

(c) in accordance with practices which guard against bias, and which provide equality of opportunity for all eligible candidates throughout the promotion process.

Rule 5.16 In making recommendations for the promotion of officers in the Civil Service, the Administrative Heads of the MDAs shall be guided by the provisions of Preambles 5.3 and 5.5 and Rules 5.5, 5.7, 5.8 and 5.9.

Rule 5.17 Promotion of officers may involve transfer from one duty station to another.

Rule 5.18 When the qualifications and experience of two or more of the highest-rated candidates are virtually identical, preference shall be given to the candidate with the best performance reports in personnel files maintained by the Civil Service, and in the case of equal performance, to the candidate with the longest period of service.

Accelerated Promotions

Rule 5.19 Accelerated promotions are promotions granted on the basis of sustained outstanding performance and an assessment of suitability for early advancement to officers before they meet time in grade requirements for normal promotions, as set out in accordance with the provisions of Rule 5.14.

Rule 5.20 Officers holding confirmed pensionable appointments may be eligible for consideration for accelerated promotions as follows:

a) An officer is given an Overall Annual Performance Rating of "outstanding" for 3 consecutive years of the Annual Staff Performance Appraisal Report and this rating is endorsed by the Administrative Head of the MDA;

b) The officer has successfully completed pre-promotion training requirements.

Rule 5.21 The Director-General shall establish a consolidated list of officers in all Ministries eligible for consideration for accelerated promotion, and transmit same to the Commission.

Rule 5.22 The Commission shall administer the Accelerated Promotion Assessment Process.

Effective Date of Promotion

Rule 5.23 The Commission shall, on the advice of the Director-General, determine the effective date of promotion of officers.

TRANSFERS

Rule 5.24 An officer may at any time and without his/her consent be transferred from his/her current duty station to another.

Rule 5.25 The transferring authority shall, when deciding to transfer an officer to a new duty station, have regard to the social implications of the transfer provided that the needs of the Civil Service shall always take precedence in transfer decisions.

Rule 5.26 When an officer is transferred, management shall give him/her all reasonable support and information about conditions of service applicable upon transfer.

Refusal to Transfer

Rule 5.27 Failure by an officer to obey a lawful instruction regarding a transfer shall result in disciplinary action under the provisions of this Code and Rules.

Separation of Family upon Transfer to New Duty Station

Rule 5.28 In the case of the transfer to a different duty station of an officer with dependent children of school age, every attempt should be made to implement the transfer on a date which avoids interruption of the children's school year. When this is not possible due to exigency of service and when the officer chooses to leave spouse and children behind until the end of the current school year while proceeding to the new duty station, a Family Separation Allowance shall be payable from the date of transfer to the new duty station to the end of the dependent children's school year, up to a maximum period of ten months, to cover the cost of maintaining separate households. The quantum of the Family Separation Allowance shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Rule 5.29 The Director-General shall be represented by the Human Resource Officers in the Postings Committees of MDAs.

SECONDMENT

Rule 5.30 Civil Servants may be seconded to local or national government bodies or organizations, or to recognised international organizations. Secondments may be for the purpose of permitting external bodies or organizations to benefit from the skills and experience of Civil Servants, and/or to permit Civil Servants to broaden their experience and knowledge through temporary service outside of the Civil Service.

Rule 5.31 The secondment of an officer to the service of local or national government bodies or organisations at his own request shall be for a period of one year in the first instance after which the officer shall apply for an extension or return to his former post. The total period of such secondment shall not exceed four years.

Rule 5.32 The secondment of an officer to an international organisation at his own request shall be for one year in the first instance and a maximum of five years, after which the officer may exercise the option to either revert to the Service or retire or resign.

Rule 5.33 Where it is considered to be in the public interest to second an officer to the service of an approved body or recognised international organisation, the period of secondment shall be determined by the organisation, and the officer shall be treated as being on special duty. An officer on special duty shall be entitled to increment and promotion notionally, and shall not attract any financial implication. The head of the management of such body, organisation/institution, is required to provide an appraisal/ assessment report on the officer on secondment to the Director-General as set out in Rule 8.16.

Rule 5.34 An officer on secondment at his/her own request, shall continue to hold his/her substantive post.

Rule 5.35 No later than 4 months prior to the final year of expiry of a secondment, the officer shall notify the Director-General as to whether he/she will revert to the Civil Service, or resign or retire from the Service.

Rule 5.36 Requests for secondment shall be addressed to and approved by the Director-General.

Rule 5.37 An officer shall request for secondment through his/her Administrative Head of MDA, at least one month before the commencement date of the secondment and the secondment should be directly related to the officer's specific tasks, duties, and job description. An officer who proceeds on secondment before seeking due approval shall be liable to disciplinary action, including but not limited to non-approval of the request for secondment.

Rule 5.38 An officer who is on probation or is the subject of an investigation or disciplinary proceeding, shall not be eligible for secondment.

Re-designation

Rule 5.39 Re-designation is defined as a lateral move by an officer from one line function or group to another, while maintaining the same salary grade. On re-designation to the new position, the officer shall be required to serve a period of not less than one year on trial.

Rule 5.40 If at the end of the trial period, the Administrative Head of the MDA assesses the officer's performance as fully satisfactory, the officer shall be confirmed in the new position. If at the end of the trial period the Administrative Head of MDAs assesses the officer's performance as unsatisfactory, the officer shall revert to his/her former post.

Rule 5.41 In order to ensure the career development and functional effectiveness of an officer seeking re-designation from one cadre of the Service to another and to enable the officer inculcate the values and culture of the new cadre, officers shall not be re-designated to posts above Grade 8.

Chapter 6
Leave

Preamble

Preamble 6.1 Civil Servants may be granted the following types of leave:

a. Annual Vacation Leave
b. Study Leave (with or without pay)
c. Sick Leave
d. Maternity Leave
e. Paternity Leave
f. Urgent Private Affairs (UPA) Leave
g. Casual Leave
h. Special Leave
i. Terminal Leave

Preamble 6.2 It is in the interest of the Civil Service that officers who are eligible under this Code and Rules are granted appropriate types of leave, for appropriate periods.

a) Officers are eligible for **Annual Vacation Leave (AVL)** with pay after a year's work to allow them to rest from their duties and return refreshed with renewed energy to serve in an effective and efficient manner.

b) **Study Leave** allows officers to undertake various courses of study to enhance their knowledge, skills and efficiency.

c) **Sick Leave** is leave granted to officers on account of illness or injury, preventing the officer from performing assigned duties.

d) **Maternity Leave** is leave granted to a female officer for a period covering fourteen (14) weeks

e) **Paternity Leave** is leave granted to male officers for a period covering fourteen (14) calendar days per child, to enable them to provide support to their spouses/partners after child delivery, and shall be taken for a maximum of three children. Thus, the ceiling for paternity leave for every male civil servant shall be forty-two (42) calendar days.

f) **Urgent Private Affairs (UPA) Leave** is leave granted to officers for a period not exceeding forty-eight (48) hours.

g) **Casual Leave** is leave granted to officers to enable them attend to personal needs and shall not exceed twenty-one (21) days.

h) **Special Leave** is leave granted at the discretion of the Director-General to meet special needs of officers.

i) **Terminal Leave** is vacation leave for which an officer is eligible prior to retirement.

Preamble 6.3 Leave for which an officer is eligible may be granted upon application by the officer at times and for periods governed by the exigencies of the Service. However, where it is absolutely appropriate due to the exigencies of the Service, officers may be recalled from approved leave.

Rules

Leave: General Provisions

Rule 6.1 Every Administrative Head of MDA shall ensure that a leave plan is prepared for every calendar year. The Administrative Heads of MDAs shall supervise the implementation of the annual leave plan. It is the duty of the Administrative Heads of MDAs to encourage officers to take their annual leave. Leave shall normally be approved and taken in accordance with the annual plan, unless the exigencies of the Service dictate otherwise.

Rule 6.2 An officer who is granted leave may not, upon resumption of duty, automatically be placed in the position he/she held prior to proceeding on leave. The officer may be offered a similar position in line with the officer's experience and qualifications and at a location where the officer's services are required according to the needs of the Service. Except that an officer who has acquired or possesses specialized technical or professional knowledge and skills for a particular post, may be allowed to resume duty in the post or position held by him/her after the expiration of his/her leave.

Rule 6.3 Vacation leave and Terminal leave granted shall exclude Saturdays, Sundays and Public Holidays. Officers shall inform their MDAs of their postal address and telephone numbers, before proceeding on leave, and of any subsequent change of address or telephone numbers.

Urgent Private Affairs (UPA) Leave

Rule 6.4 Urgent Private Affairs (UPA) leave may be granted to officers for a period not exceeding forty-eight (48) hours. Such leave shall not count as part of the officer's earned annual leave and shall not be granted more than twice in a year.

Casual Leave

Rule 6.5 Casual leave granted to an officer shall be inclusive of all weekends and public holidays, and shall be deducted from his/her earned vacation leave. It shall be reckoned from the day the officer proceeds on leave unto to the day preceding his/her resumption of duty. No officer shall be granted casual leave more than two times within a year.

Notification of the Director-General in advance of travel outside Sierra Leone

Rule 6.6 No officer is allowed to travel out of the country without notifying the Director-General.

Leave Records

Rule 6.7 Records of all types of leave taken by officers must be kept in the respective MDAs, as well as in the office of the Director-General.

Annual Leave within probationary period

Rule 6.8 No officer shall be allowed to proceed on Annual Leave within the officer's probationary period.

Rule 6.9 All Civil Servants shall be entitled to thirty (30) working days' annual leave after a period of twelve months of service.

Leave not utilised shall be forfeited

Rule 6.10 Leave not utilised shall be deemed to have been forfeited unless such leave has been deferred by the Administrative Head of MDA; and provided that the period of deferment shall not spill over to the next financial year.

Rule 6.11 Part of an officer's Annual Leave can also be utilised for shorter periods for personal reasons under the appropriate provisions of these Rules.

Requests for Annual Leave

Rule 6.12 An application for leave shall be submitted in the appropriate Form and a decision on the request shall be placed in the officer's personnel file.

Rule 6.13 Leave may be applied for and granted as follows:

a) **Category I** Civil Servants in Grade 11 and above shall be required to apply for their earned annual leave to the Head of the Civil Service for approval through the Director-General.

b) **Category II** Civil Servants in Grades 1 - 10 are required to apply for their earned annual leave in accordance with the leave plan/roster in their MDAs, to the Director-General, for approval through their Administrative Heads.

Rule 6.14 The personal circumstances and preferences of officers shall, as far as possible, be considered when making leave plans and when approving annual leave. However, all arrangements for annual leave shall be subject to the exigencies of the Service, which may require leave to be taken by an officer during a period designated by the Director-General or the Administrative Head of MDA.

Absence from duty on account of illness

Rule 6.15 If an officer is ill and unable to report for duty, he/she shall notify his/her Supervising Officer in writing or by any other means of communication.

Sick Leave during Annual Leave

Rule 6.16 Officers who fall sick during a period of annual leave are entitled to record such a period as sick leave, provided that:

(a) the period of illness seriously incapacitates the officer for 7 days or more;

(b) the officer's MDA is notified immediately on the 8th day of the officer's incapacitating illness;

(c) the officer produces a statement by a qualified medical practitioner certifying that he/she was incapacitated for 7 days or more during the period of annual leave.

Study Leave

Rule 6.17 The Civil Service seeks to constantly improve the knowledge and skills of its officers. An important tool for achieving this institutional objective is the granting of Study Leave. Study Leave shall be granted for the purposes of motivating and enhancing the knowledge, efficiency, effectiveness of Civil Servants. Study Leave may be granted by the Director-General to deserving officers who have been identified and recommended by their Administrative Heads of MDAs.

Rule 6.18 Study Leave may be granted with pay or without pay, and may be for studies in Sierra Leone or abroad.

Rule 6.19 No study leave may extend beyond five years unless the Director-General grants an extension up to a limit of two additional years, upon request by the officer on study leave.

Rule 6.20 An officer shall not earn annual leave while on study leave in Sierra Leone or abroad.

Eligibility for Study Leave

Rule 6.21 Only confirmed officers shall be eligible for Study Leave.

Rule 6.22 Officers who possess potential for development should be identified on the basis of formal assessments of their performance by their supervisors. Qualified candidates for Study Leave are recommended through the Administrative Heads of MDAs to the Director-General for consideration.

Rule 6.23 In identifying officers to be recommended for Study Leave, the following criteria should be applied:

(a) the field of study should be relevant to the training needs of the Civil Service;

(b) the field of study should be relevant to the specific duties, tasks or job description of the nominated candidate;

(c) the training shall be within the training plan of the Civil Service;

(d) the training must be undertaken in a recognised institution;

(e) the nominated candidate must be a confirmed officer, appropriately qualified for the training proposed for him/ her, in terms of the academic requirement, skills, knowledge and experience possessed by the candidate and the training and staff development policies of the Civil Service;

(f) the choice of the candidate must be fully justified in terms of the performance record of the selected candidate in relation to the performance records of other candidates;

(g) funds must be available for the proposed course of study;

Study Leave with Pay

Rule 6.24 Officers on approved study leave with pay shall be eligible for payment of normal salaries as well as annual salary increment subject to the receipt of satisfactory progress report on such officers.

Study Grant

Rule 6.25 Where an officer is offered a study grant which provides only limited support that does not cover certain expenses and materials required by the institution, Government may meet such expenses subject to confirmation by the institution.

Progress Report on Officers on Study Leave

Rule 6.26 Officers on study leave shall ensure that a progress report on their conduct and academic performance is submitted by the institution to the Director-General every year.

Bonding

Rule 6.27 Bonding is a contractual agreement between an officer and Government whereby the officer agrees to serve for a stipulated period upon completion of his/her course of study paid for either directly or indirectly by Government. When a Civil Servant is awarded, Study Leave with pay, a bonding agreement shall be prepared and signed by the officer.

Rule 6.28 Officers granted study leave with pay for whatever duration shall be bonded to serve the Government upon completion of their studies.

Rule 6.29 When study leave with pay is funded from foreign awards made to the Government by organizations or individual countries and the conditions pertaining to such awards are generally

accepted, the bonding provisions set out in Rule 6.26 and Rule 6.27 shall apply.

Rule 6.30 Officers granted study leave with pay and who sign bonding agreements with Government must return to duty in the Civil Service after the completion of their studies or even if they fail to complete their studies. Officers who fail to return to duty shall be required to refund to Government the full amount expended by Government on their studies.

Rule 6.31 The Administrative Heads of MDAs should inform the Director-General when an officer returns from a period of study leave whether with pay or without pay.

Study Leave Without Pay

Rule 6.32 An officer who wants to pursue a course of study, which does not fall within the Civil Service training plan, or does not fall within their specific duties, tasks or job description, but is relevant to the country may apply for study leave without pay.

Rule 6.33 Supervisors shall forward an application for study leave without pay, with their recommendations, through their Administrative Heads of MDAs to the Director-General for consideration. In making their recommendations, supervisors shall assess the requested study leave without pay in light of the exigencies of the Service.

Special Leave

Rule 6.34 Special Leave for the purposes of this Code and Rules is defined as any leave not covered by the provisions set out above.

Rule 6.35 Special Leave with or without pay is granted at the discretion of the Director-General.

Rule 6.36 When considering a request for Special Leave, the Director-General shall take into account the exigencies of the Service. The Director-General must also be satisfied that the circumstances behind a request for special lave justify its approval, especially when Special Leave with pay is under consideration.

Rule 6.37 The Administrative Heads of MDAs shall provide the Director-General with appropriate justification and any relevant background regarding applications for Special Leave. In normal circumstances, Special Leave with or without pay shall not be granted unless recommended by the relevant Ministry or Department.

Rule 6.38 Special Leave is normally granted by the Director-General for the following purposes:

(a) Official assignment:
Special Leave is applicable to officers of the Civil Service who are nominated or selected to represent Sierra Leone in national or international events. Special

Leave granted for these purposes will normally be Special Leave with pay.

(b) Accompany a spouse on official mission or assignment abroad:

Special Leave to accompany a spouse abroad shall normally apply to officers whose spouse works for the Foreign Service or is performing any other duty abroad that is in the national interest. Special Leave to accompany a spouse abroad may be granted for a period corresponding to the duration of the spouse's mission or assignment abroad, and may be renewed. Special Leave granted for these purposes will be without pay.

(c) Leave for Compassionate reasons:

Special Leave for compassionate reasons may be granted if an officer has compelling circumstances, normally related to family matters, which make his/her presence at work extremely difficult or impossible. Special Leave may also be granted for compassionate reasons if an officer has exhausted his/her accrued annual leave. Special Leave for compassionate reasons shall be with pay and for a period not exceeding 21 days.

(d) Leave for other reasons:

The Director-General may grant Special Leave for other reasons in exceptional circumstances.

Rule 6.39 The Administrative Heads of MDAs shall regard staff to be on official duty when they, in their official capacity, are called upon to give evidence in criminal or civil proceedings or to attend other official functions.

Rule 6.40 The Administrative Heads of MDAs are required to grant nominated or selected members of recognized staff associations time off with pay from their official duties to allow them to perform their functions properly, to attend meetings and to attend approved training courses.

Rule 6.41 When Civil Servants have been officially nominated by Government to be members of Boards or Committees, they normally perform such duties in an official capacity, and the conditions of service related to attendance at meetings of such bodies shall be defined at the time of nomination. A specific decision with regard to Special Leave is not normally required.

SICK LEAVE

Duration of Sick Leave

Rule 6.42 A permanent employee may be granted sick leave on full pay for a period not exceeding 183 calendar days. Initially, 30 days of sick leave is granted provided a medical certificate is produced to substantiate the illness.

Rule 6.43 If a permanent employee is unfit to resume duty after 183 days of sick leave on full pay, the Chief Medical Officer shall convene a Medical Board to ascertain whether the officer shall be declared unfit for further service or whether, there being a reasonable prospect of eventual recovery within the period of leave allowed, the officer may be granted a further period of sick leave under the provisions of Rule 6.42. Similar procedures may be applied after each period of sick leave. It is the duty of the officer's Administrative Head of the MDA to request the Chief Medical Officer to convene a Medical Board to report on the officer's fitness for further service.

Rule 6.44 If the Medical Board is of the opinion that the officer is not fit to resume duty, the officer is obliged to utilize any earned and unused annual leave to his/her credit, after which the officer may be granted sick leave on half pay for a further period of 183 days. An officer is entitled to a maximum period of 366 days' sick leave.

Rule 6.45 Extensions of sick leave in excess of 366 days may be granted at the discretion of the Director-General subject to a maximum of 60 days for continuation of treatment of the original illness or to 40 days for minor ailments unrelated to the original illness or injury.

Rule 6.46 When an officer is suffering from any prolonged and serious illness, any period of sick leave granted under these Rules may, on application and when supported by a report from a Medical Board, be extended with pay at the discretion of the Director-General.

Administration of Sick Leave

Rule 6.47 An officer absent due to illness or injury shall be placed on a sick list kept in each MDA. If an officer is on sick list for more than 30 consecutive days, the Administrative Head of the MDA shall inform the Director-General with a medical report.

Rule 6.48 Proper records of sick leave taken must be kept in the respective MDAs, and in the office of the Director-General.

Maternity Leave

Rule 6.49 All female officers in the Civil Service should make it a point of duty to make themselves familiar with the Rules governing maternity leave.

Eligibility for Maternity leave

Rule 6.50 Maternity Leave shall be granted to a female officer on production of a medical certificate from a Medical Officer certifying that she is pregnant.

Rule 6.51 A female officer may be allowed to proceed on maternity leave not later than thirty (30) calendar days prior to the expected date of delivery.

Duration of Maternity Leave

Rule 6.52 Maternity Leave is for fourteen (14) weeks with full pay.

Rule 6.53 Sick Leave shall not be allowed once paid maternity leave has begun. The Director-General may grant extra leave for medical purposes.

Rule 6.54 If, at the end of a period of Maternity Leave an illness occurs that adversely affects the ability of an officer to return to her duties, whether the illness relates to the pregnancy and delivery of a child or not, the officer may apply for sick leave upon presentation of a medical certificate. This rule also applies to cases of premature birth or miscarriage. Officers who are ill at the end of a Maternity Leave may also apply at the end of such leave for annual leave or leave without pay.

General Provisions Governing Maternity Leave

Rule 6.55 Maternity Leave may be granted only once in any period of 12 months, calculated from the day the most recent maternity leave commenced.

Return to Duty after Maternity leave

Rule 6.56 On resumption of duty after maternity leave, an officer shall retain grade, salary and conditions of service applicable prior to proceeding on maternity leave or leave without pay for maternity purposes, except that the officer may be eligible for dependent benefits under the applicable rules. The officer's eligibility for advancement and promotion shall not be affected by absence on leave taken for maternity purposes.

Paternity Leave

Rule 6.57 All male officers in the Civil Service should make it a point of duty to familiarize themselves with the Rules governing paternity leave.

Rule 6.58 Paternity Leave is for a maximum of 42 calendar days with full pay during an officer's entire career in the Civil Service. An officer shall be entitled to a maximum paternity leave of 14 calendar days per birth, for a maximum of three births.

Eligibility for Paternity Leave

Rule 6.59 Paternity Leave can be granted to a male officer while he is on probation in accordance with Rule 14.8.

Rule 6.60 On production of a valid birth certificate, an officer may be allowed to proceed on paternity leave within twenty-one (21) calendar days after the date of delivery.

Chapter 7
Travel and Subsistence

Preamble

Preamble 7.1 Official travel means travel for the purpose of carrying out Government business, or the exercise by officers of travel entitlements set out in this Code and Rules.

Preamble 7.2 Government shall meet travel and subsistence expenses for the following types of travel:

a) official travel;
b) travel between duty stations on transfer within the Civil Service;
c) travel to obtain medical and dental treatment by officers in remote duty stations;
d) travel to declared home town on retirement.

Preamble 7.3 There shall be no duplication of travel and subsistence benefits paid by Government and external sources for approved official travel.

Preamble 7.4 Travel shall be by the most economical and efficient means, taking into account the costs of subsistence and the period of travelling time.

Preamble 7.5 Travel paid for by the Government shall be authorized before it is undertaken.

Preamble 7.6 Government shall pay subsistence allowance to serving officers travelling on official business locally and internationally based on the approved prevailing rate.

Rules

General Rules

Rule 7.1 When an officer is required to travel on official duty or on transfer from one duty station to another, or for official medical or dental treatment, or on retirement, such travel shall be considered official travel**.**

Rule 7.2 The Director-General shall be notified about all official travel overseas.

Rule 7.3 Civil Servants in senior grades may be assigned with vehicles for official use as a condition of service.

Rule 7.4 Persons not employed as drivers shall not drive Government vehicles unless they are authorised to do so by the Administrative Head of the MDA or the Director-General.

Non-Duplication of Payments

Rule 7.5 When an external source pays travel costs and subsistence allowance at a rate below the approved rate currently in force, Government shall pay the difference.

Travel by Road

Rule 7.6 Travel within Sierra Leone on official business may be by Government vehicle, by public transport, by transport on hire, or by an officer's own vehicle. When an officer is authorized to drive a vehicle on official business:

(a) the officer must hold a valid driver's licence for the class of vehicle he/she will drive;

(b) the vehicle must be insured and licensed;

(c) no unauthorized passengers are permitted.

Rule 7.7 When an officer is authorized to use his/her own vehicle for official travel:

(a) the vehicle must be insured and licensed;

(b) the officer must have prior approval of the Administrative Head of the MDA.

Rule 7.8 When an officer is authorized by the Administrative Head of the MDA to hire a vehicle for a purpose set out in Rule 7.6, payment shall be made to the service provider.

Rule 7.9 When an officer is authorized to drive a government vehicle, or to use his/her own vehicle for official travel, the officer shall be protected by Government when involved in a traffic accident provided that the following conditions are met:

(a) the accident occurs during performance of official duties;

(b) the trip must have been authorized;

(c) the officer holds a valid driver's licence for the class of vehicle he/she is driving;

(d) the officer is not under the influence of any intoxicating liquor or drugs.

Rule 7.10 Civil Servants in senior grades who, under the provisions of Rule 7.3, are issued vehicles for official use as a

condition of service, may transport their spouses and dependants in their government-provided vehicles. Spouses and dependants shall be considered authorized passengers for the purposes of these Rules.

Travel by Air

Rule 7.11 When travel by air is authorized for official purposes, the class of travel for various categories of officers shall be determined by Government.

Rule 7.12 When an officer is authorized to travel by air for a purpose set out in Rule 7.11, payment shall be made to the approved travel agent or airline and not to the officer.

Travel for Medical or Dental Treatment

Rule 7.13 Civil Servants and their immediate families and approved dependants stationed in areas where specialist medical and/or dental facilities are not available shall be entitled to reimbursement of transport expenses to the nearest centre with such facilities.

Rule 7.14 Officers should obtain prior written approval for travel under the provisions of Rule 7.13 for themselves, members of their immediate families and approved dependants. However, in cases of medical or dental emergency, the requirement for prior written approval of travel shall be waived, and approval will be granted retrospectively upon production by the officer of a medical certificate attesting to the emergency nature of the treatment provided by a medical or dental practitioner.

Travel for Training

Rule 7.15 When an officer is required to undergo training at a location away from his/her duty station, travel to the location of the training in Sierra Leone or abroad shall be considered official travel and the provision of the rules governing official travel shall apply.

Subsistence Allowance

Rule 7.16 Officers travelling locally or abroad on official duty are entitled to a subsistence allowance as determined by the Wages and Compensation Commission in consultation with the Ministry of Finance.

Rule 7.17 The subsistence allowance shall cover the average costs of an officer's meals and accommodation and incidental expenses while on official travel status away from his/her duty station. When such travel requires an overnight stay away from the duty station, subsistence allowance shall be paid for each night away. In the event an officer who has received subsistence allowance fails to travel, the officer must pay back to the Consolidated Revenue Fund the full amount received by him/her.

Reimbursement of claims for extended official travel

Rule 7.18 If the travel period is extended beyond the period foreseen when travel was authorized and the subsistence allowance was calculated and paid, the officer may claim a reimbursement of subsistence allowance for the duration of the extended stay.

Travel of Dependants and Transport of Household goods on transfer

Rule 7.19 Government shall not be responsible for costs incurred when spouses and/or dependent children are travelling with the officer on official duty, other than when the officer is on transfer or travelling home on retirement.

Rule 7.20 Transport provided to an officer for the purposes of travel on transfer shall be such that all immediate and eligible family members as well as the officer's household goods shall be accommodated at Government expense.

Rule 7.21 Travel on transfer may be by public transport, Government vehicle, hired vehicle or the officer's personal vehicle. When a transferred officer's family members are to accompany the officer in a government-hired or personal vehicle driven by the officer, prior written authorization by the relevant Ministry or Department must be obtained. Only when prior authorization has been obtained and the officer driving the vehicle is not found to be at fault will Government take responsibility in the case of a road traffic accident leading to injury or death of authorised passengers.

Travel to Seek Accommodation

Rule 7.22 Where housing at the new duty station is not provided by Government, travel claims by an officer may be paid for a visit to a new duty station for the purpose of seeking accommodation.

Disturbance Allowance on Transfer

Rule 7.23 Where an officer is required to change his/her residence, occasioned by transfer from one Province or District to another, or within a District, a Disturbance Allowance shall be paid to the officer to facilitate his/her resettlement in the new duty station. The Disturbance Allowance is a lump sum payment, the rate of which shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Travel on Retirement

Rule 7.24 Transport provided for the purposes of travel on retirement shall be such that all personal effects of the officer and his/her immediate and eligible family members shall be accommodated at Government's expense.

Loss of Travel and Transport Entitlements

Rule 7.25 Officers dismissed under the disciplinary provisions set out in this Code and Rules shall not be entitled to travel at Government expense nor transport of personal effects at Government expense.

Chapter 8
Performance Management

Preamble

Preamble 8.1 Civil Servants shall be evaluated periodically for their efficiency, competence and integrity, through performance management system procedures that shall assess the officers' compliance with the standards set out in this Code and Rules.

Preamble 8.2 The evaluation of performance shall be focussed on the achievement of pre-determined objectives and targets established in annual job plans agreed for individual officers, and the demonstration of competencies and skills required in the position.

Preamble 8.3 Appraising officers shall identify officers' developmental needs to equip them to perform current tasks better and/or to prepare them for future responsibilities at a higher level, and they shall make specific recommendations for individual officer's training/development.

Preamble 8.4 Managers and Supervisors responsible for appraising officers must be competent to do so and shall receive adequate training and instructions in all aspects of the performance appraisal process.

Preamble 8.5 The Managers and Supervisors shall ensure that the process of assessing individual performance is applied objectively and that standards are consistent.

Preamble 8.6 The performance management system shall include the award of a specific performance rating, recommendations for the officer's training and development needs, and may include recommendations for normal or accelerated promotion; and in cases of poor performance, particularly officers on probation, termination from the Service.

Preamble 8.7 Government shall adopt a Civil Service Performance Management Policy that will serve as a guide for the proper implementation of the performance management system in the Civil Service to enhance effectiveness.

Preamble 8.8 There shall be a functional Ministerial Performance Appraisal Committee (MPAC) in MDAs responsible for reviewing and endorsing all assessments done by supervisors/managers.

Rules

General Provisions

Rule 8.1 There shall be a scheme of annual formal appraisal of the individual performance of all Civil Servants. The object of the

Annual Performance Report is to provide a full record of each officer's work, conduct and capabilities from which his/her suitability for promotion, training and salary enhancement may be determined.

Rule 8.2 It is essential that Annual Performance Reports on officers must be detailed, objective and candid.

Rule 8.3 The report shall:

a. provide an objective assessment of each officer;

b. clarify objectives and targets to be met by each officer that accord with organisational objectives;

c. identify appropriate competencies needed by the officer in his/her position;

d. encourage performance improvement through regular appraisal discussion and feed-back between the officer and his/her nominated appraising manager (usually the line manager) throughout the year;

e. assist in the officer's personal development through the identification of training and self-development needs and the encouragement of self-development; and

f. provide a regular rating of performance and proposals for career progression.

Rule 8.4 Any adverse comment on an officer's work or conduct included in a Report shall be conveyed to the officer in writing by the reporting Administrative Head of MDA with the object of enabling the officer to overcome his/her short-comings.

Rule 8.5 Notwithstanding the provisions of Rule 8.1, performance appraisal is a continuing process and supervisors or countersigning officers should provide regular, objective and constructive guidance and feed-back to officers in the periods between annual formal appraisals.

Rule 8.6 The performance evaluation system shall ensure that officers know in advance what is expected of them and how their performance shall be assessed.

Rule 8.7 Officers shall be given effective feed-back from the annual performance appraisal, opportunity to discuss with their supervisor and have access to any formal written assessment of their performance.

Job Plan

Rule 8.8 The Job Plan specifies what is expected of the officer over the review period through establishing the work priorities and the results to be achieved. The central component of the Job Plan is the list of objectives/targets agreed on. The number of objectives/targets shall depend on the number of duties in the job description and their level of importance. Where duties are listed by key responsibilities or main areas of activity then a specific objective/target should be set for at least one priority duty within each key responsibility/area of activity. For most positions, up to four work objectives/targets will be sufficient. An additional 'personal improvement' objective may be set. The specific technical skills and job knowledge required in the position should also be specified at the time of agreeing on the job plan.

Annual Performance Appraisal

Rule 8.9 For the purposes of annual performance appraisals, officers shall be grouped into three categories:

(a) Officers in Grades 1 to 6 inclusive of contract staff below Grade 7;

(b) Officers in Grades 7 to 10 and contract officers below Grade 11.

(c) Officers in Grade 11 and above (Performance Tracking Table) including contract officers in the rank of director.

Rule 8.10 Performance appraisal procedures and Forms may be different for each of the categories of officers set out in Rule 8.9. Standards for assessing the performance of officers in each category should be consistent within the category and objectively applied.

Rule 8.11 Annual performance appraisals shall include assessment of the officer by the supervisor identified by the relevant MDA. In the context of Rule 8.2 and Rule 8.3 and in order to promote the efficiency and effectiveness of the Civil Service, there shall be discussions and a regular dialogue between the designated supervisor and the officer during the period between annual appraisals.

Rule 8.12 A reporting officer must not only be senior to the officer being reported on, but also the immediate superior officer under whom the officer being reported on directly works.

Rule 8.13 Where the immediate supervising/reporting officer is not the Administrative Head of MDA the immediate supervising/reporting officer should sign the appraisal form of his or her appraisee.

Rule 8.14 Where an officer has served in more than one MDA before his/her report is rendered, the reporting officer shall be the immediate superior officer under whom he/she worked for the greater part of the period the report shall cover.

Rule 8.15 Annual performance appraisals shall be documented in the appropriate report form. Performance appraisal reports shall be signed by the officer and the supervisor that assesses the officer.

Annual Appraisal Reports on Officers on Secondment

Rule 8.16 Heads of Institutions to which officers are seconded shall be required to provide annual appraisal report on such officers to the Director-General.

Performance Appraisal of Permanent Secretaries

Rule 8.17 The performance of officers at Permanent Secretary level and above shall be assessed by the Head of the Civil Service in the form of discussions regarding objectives and targets to be attained within a specified period.

Rule 8.18 Civil Servants in Grade 11 and above including contract officers in the rank of director shall set their annual Performance Tracking Table in agreement with the Head of the Civil Service who is their supervisor and their Performance Tracking Table countersigned by the Director-General.

Rule 8.19 The Director-General shall manage and coordinate the Performance Appraisal System for civil servants in Grades 1 to 10 and contract staff below Grade 11.

Rule 8.20 Performance appraisal reports for Civil Servants in Grades 1–10 shall be submitted to the Director-General. The appraisal of an officer shall be made known to the officer before the report is submitted to the Director-General. A copy of the report shall be placed in a confidential personnel file open to the officer concerned.

Performance Appraisal Procedures

Rule 8.21 The Annual Performance Appraisal exercise to the extent practicable, shall have four phases:

(a) planning agreement of a job plan/target between the supervisor and the supervisee which will form the basis of discussion of progress through the coming review period shall be not later than 15th January of each appraisal year

(b) assessment of the officer by the supervisor using official forms;

(c) an appraisal interview between officer and supervisor to discuss the supervisor's assessment of the officer before the appraisal form is completed and signed;

(d) follow-up on actions agreed during the appraisal interview to link the assessment to the work plan of the MDA and to meet any training needs identified during the appraisal exercise.

Rule 8.22 Throughout the year, the appraising supervisor shall have formal and informal discussions with the officer and keep a record of progress. Midway through the year the appraising supervisor and officer shall have a mid-year review to discuss progress, agree what needs to be done to achieve the plan and targets, and, if appropriate, amend them.

Rule 8.23 At the end of the appraisal year the Human Resource Unit shall submit all the appraisal reports and arrange to discuss it with the Ministerial Performance Appraisal Committee who may add comments. The report shall then be shown to and discussed with the officer at the appraisal interview. This shall include the confirmation of an overall performance rating and identification of training and development needs and recommended training and development action to be taken.

Rule 8.24 The final appraisal rating shall be entered on a scale of 1 to 4:

1. Outstanding.
2. Above average
3. Average
4. Below average

Rule 8.25 The report shall be signed by the appraising supervisor and the appraise and submitted to the Human Resource Unit, for endorsement by the Ministerial Performance Appraisal Committee.

Rule 8.26 The Ministerial Performance Appraisal Committee at the end of annual appraisal assessment between Supervisor and Appraisee shall review and endorse all the assessments done by the Supervisor for onward submission to the Director-General.

Rule 8.27 Outstanding Performance and performance above average should attract promotion, Training, Certification, Public Recognition and increment or 13th month bonus. Also, non-compliance with Performance Management and repeated poor performance shall attract the following sanctions:

a) Forfeiture of Annual Vacation Leave Allowance

b) Reduction in rank or seniority

c) Stoppage of increment

d) Suspension of salary payment

e) In extreme cases of poor performance, separation from the Civil Service

Performance Appraisal Forms

Rule 8.28 Performance Appraisal Forms shall be incorporated into the Administrative Manual.

Rule 8.29 The supervisor shall ensure the following:

a) Agree realistic targets with his/her appraisee

b) Give regular constructive feedback on the performance of the appraisee(s)

c) Conduct objective assessment of the appraisee(s)

d) Conduct mid and annual reviews with their appraisees

e) Submit the completed assessment form to the Human Resource Unit for onward submission to the Ministerial Performance Appraisal Committee

Rule 8.30 The Appraisee shall carry out the following:

a) Agree with his supervisor on his/her individual performance targets

b) Delivers performance in line with the targets and emerging issues

c) Seeks and act on performance feedbacks

d) Makes the most of performance discussions

e) Providing evidence of achievement for reviews and articulating development goals

Rule 8.31 In a situation where the supervisor and appraisee fail to set targets and conduct mid-year and annual reviews in compliance with performance directives from the Director-General, the following sanctions shall apply:

a) Forfeiture of annual vacation leave
b) Withholding of monthly salary
c) Ineligibility for promotion
d) In extreme cases of failure to comply, separation from the Civil Service

Chapter 9
Training and Career Development

Preamble

Preamble 9.1 Government shall adopt a Civil Service Training Policy that will serve as a guide for the development of the capacity of employees in the Civil Service to enhance their functional effectiveness.

Preamble 9.2 HRMO in consultation with Ministry of Finance shall establish the management and funding mechanisms appropriate for the effective implementation of the Civil Service Training Policy.

Preamble 9.3 The Civil Service Training College (CSTC) under the supervision of the Director-General, shall be responsible for the planning, coordination and conduct of tailor-made training programmes for all cadres of Civil Servants. It shall also develop medium- and long-term training programmes in tandem with the training needs of the Civil Service to address general and strategic capacity gaps.

Preamble 9.4 There shall be established a Board for the Civil Service Training College responsible for overall policy guidance, providing strategic direction, promoting its development and fundraising objectives.

Preamble 9.5 Government, through the HRMO, shall adopt an Internship Policy or Guideline that will provide the basis for the effective management of interns from recognised institutions of higher learning.

Preamble 9.6 The rules governing Study Leave are as contained in Rule 6.17 to Rule 6.24 of this Code and Rules.

Rules

Training Policy

Rule 9.1 Government shall adopt a Civil Service Training Policy which shall have the following objectives:

(a) to identify the training needs of the Civil Service;

(b) to determine procedures that will guide the Civil Service in planning and implementing its training and career development activities;

(c) provide for the creation of a Central Fund for Civil Service Training and an Annual Budget for the Fund;

(d) establish criteria for research related to training, capacity building and career development.

Management of Training

Rule 9.2 Government shall establish the management mechanisms appropriate for the effective implementation of the Civil Service Training Policy.

Rule 9.3 The HRMO in collaboration with the CSTC shall be the focal point for Human Resource Development in the Civil Service and shall have overall responsibility for:

(a) coordinating the implementation of Civil Service training programmes;

(b) coordinating and collating training needs of MDAs;

(c) ensuring that all training activities undertaken by Civil Servants are demand-driven and fall within the National Training Plan;

(d) processing applications for sponsorship and approving the release of officers for local or overseas training courses of instruction;

(e) maintaining records of all training received by Civil Servants;

(f) assessing the impact of training on the Service;

(g) assessing the capacity of training providers/ institutions;

(h) mobilising resources for the training of Civil Servants;

(i) managing the Central Fund for training and capacity building in the Civil Service.

Central Fund for Civil Service Training

Rule 9.4 There shall be a Central Fund for Civil Service Training which shall be made up of:

(a) annual appropriations in the annual budget of;

(b) 30% of the Training Vote of MDAs to be allocated to HRMO's budget for training purposes

(c) donations for Civil Service Training by local/international institutions/organisations.

Management of Central Training Fund

Rule 9.5 The Central Fund for Civil Service Training shall be managed by the Director-General under the directions of the Civil Service Training Committee which shall be established to:

(a) review all training plans/proposals submitted by MDAs;

(b) prioritize the training needs of the Civil Service;

(c) approve the training plans submitted by MDAs;

(d) conduct interviews for the selection of Civil Servants for both internal and external training courses.

Rule 9.6 Administrative Heads of MDAs shall seek the concurrence of the Director-General for the utilization of their training votes to support officers wishing to pursue non-specialized short term training courses that exceeds three months.

Rule 9.7 The Accountant General's Department shall not countenance any payment from the training vote of an MDA for a training that exceeds three months, without the expressed concurrence of the Director-General.

Rule 9.8 The Members of the Civil Service Training Committee shall be:

a) the Head of the Civil Service (Chairman)

b) the Director-General (Co-Chair)

c) the Director-General, Ministry of Foreign Affairs and International Cooperation and International Cooperation

d) the Financial Secretary;

e) the Chief Education Officer;

f) the Chief Medical Officer

g) the Chief Agricultural Officer

h) the Principal, Civil Service Training College

i) the Chairman, Public Service Commission

j) the Director, Public Sector Reform Unit

k) Provincial Secretaries

The Director, Training and Career Development in the Human Resource Management Office shall serve as Secretary.

Ministerial and Departmental Training

Rule 9.9 Ministries, Departments and Agencies shall establish Training Committees with the following functions:

Committees

i. identification of Departmental training needs.

ii. preparation of training plans and budget.

iii. maintain Departmental training records.

Rule 9.10 Training Committees shall work in collaboration with the Administrative Heads of MDAs to assess training needs and prepare training proposals or plans based on approved Government training policies and priorities. Such proposals/plans shall be submitted annually to the Civil Service Training Committee through the Director-General for consolidation into a National Annual Training Plan.

Rule 9.11 The Civil Service Training College Board shall consist of:

a) Head of the Civil Service – Chairman

b) Director-General - Co-Chair

c) The representative of the Ministry of Public Administration and Political Affairs

d) Principal, CSTC – Secretary

e) Registrar, CSTC - Assistant Secretary

f) Secretary to the President

g) Chairman, Public Service Commission

h) Chief Education Officer

i) Financial Secretary

j) Development Secretary

k) Director, Public Sector Reform Unit

l) Executive Secretary, Tertiary Education Commission

m) Director of Training and Career Development, HRMO

Rule 9.12 Government through the HRMO shall adapt an Internship Policy or Guidelines that shall consist of the following objectives:

a) to ensure a well-coordinated internship placement programme;

b) to provide fair opportunity to eligible under-graduate students;

c) to provide a platform that enables interns acquire work-related knowledge and experience for a specified period.

Chapter 10
Foreign Service Administration

Preamble

Preamble 10.1 Government shall establish rules governing the conditions of service of Civil Servants posted to the Ministry of Foreign Affairs and International Cooperation and International Cooperation and assigned to duty stations abroad.

Preamble 10.2 Government shall, in appropriate cases and in the context of relevant rules, pay the travel expenses of Civil Servants posted to duty stations abroad. Such expenses shall also be met for their spouses and dependent children.

Preamble 10.3 Government shall, in appropriate cases and in the context of relevant rules, pay the costs of transporting the personal effects of a Civil Servant assigned to a duty station abroad or reassigned to a new duty station.

Rules

Definition of Terms Relating to the Foreign Service

Rule 10.1 For the Rules related to the Foreign Service, the following definitions shall apply:

(a) "**Service**" means the Foreign Service of Sierra Leone.

(b) **"Mission**" means and includes a High Commission, Embassy, Permanent Mission/Representation, Trade Mission, or Consulate.

(c) **Head of Mission**" is the principal representative of the Republic of Sierra Leone, such as an Ambassador, High Commissioner, Permanent Representative, or Consul-General at a duty station abroad.

(d) "**Head of Chancery**" is the head of administration and vote controller at a duty station abroad, and is answerable to the Head of Mission.

(e) "**Officer**" means the holder of any public office and in this Code and Rules includes a person appointed to act in any office in the Ministry or Department of Foreign Affairs, in Sierra Leone or at a duty station abroad.

(f) "**Tour of Duty**" is the period of an assignment to a duty station outside of Sierra Leone, normally two years.

(g) **''Dependent Child**" means a natural child or a lawfully adopted child who has not attained his/her 18th birthday, provided that the number of dependent children for which an allowance payable under this Code and Rules shall not exceed three (3).

(h) "**Officer-parent**" means an officer who has recognized dependent children.

(i) "**Close relative**" means spouse, child, siblings, parents, parents-in-law, or appointed next of kin of an officer.

(j) "**Marriage**" means:

i. a marriage solemnized within Sierra Leone in accordance with the relevant laws and customs of Sierra Leone;

ii. a marriage solemnized outside Sierra Leone in accordance with the relevant laws and customs of the country in which the marriage is contracted, provided that such laws and customs are not in contradiction to the laws of Sierra Leone governing marriage.

(k) "**COLA**" means Cost of Living Adjustment.

(l) "**Hardship Station**" means states classified as conflict, immediate post- conflict, politically unstable and fragile.

Structure of the Ministry of Foreign Affairs

Rule 10.2 The Ministry of Foreign Affairs and International Cooperation and International Cooperation is composed of Departments and Directorates serviced by the following categories of staff:

a) Category **A** consists of persons appointed or posted to the Ministry of Foreign Affairs and International Cooperation for the performance of diplomatic and/or administrative duties and includes Heads of Missions whether career officers or otherwise.

b) Category **B** consists of persons appointed or posted to the Ministry of Foreign Affairs and International Cooperation for the performance of technical and other professional duties.

c) Category **C** consists of persons appointed or posted to the Ministry of Foreign Affairs and International Cooperation for the performance of secretarial or administrative support duties.

d) Category **D** consists of persons appointed or posted to the Ministry of Foreign Affairs and International Cooperation for the performance of messenger, technical (e.g., drivers) and security (e.g., guards) duties in a diplomatic or consular mission abroad.

Rule 10.3 The grading of officers in the Ministry of Foreign Affairs and International Cooperation will be on the same grades as set out in this Code and Rules for the Civil Service, but will be aligned with diplomatic ranks consistent with international best practice.

Rule 10.4 The appointment of Principal Representatives is governed by the Constitution of Sierra Leone.

Assignment of Officers to Duty Stations abroad

Rule 10.5 The power to assign officers to duty stations abroad and to recall them shall rest with the Director-General of the Ministry of Foreign Affairs and International Cooperation, in consultation with the Administrative Officers' Postings Committee.The Director-General of the Human Resource Management Office shall be duly informed of such assignments and recalls.

Rule 10.6 An officer posted to the Ministry of Foreign Affairs and International Cooperation shall not be assigned to a duty station abroad unless:

(a) he/she is a confirmed officer;

(b) he/she must have served at least three years in the Ministry; and

(c) he/she must have undergone the requisite diplomatic training.

(d) he/she must have served in three directorates.

Tour of duty

Rule 10.7 Assignment to duty stations outside of Sierra Leone shall be for two tours of two years each, after which the officer shall be recalled to headquarters.

Rule 10.8 The Director-General, Ministry of Foreign Affairs and International Cooperation shall submit a report to the Director-General on the work and conduct of staff of Missions on a quarterly basis.

Organization of Work

Rule 10.9 The Head of Mission shall direct the affairs of the Mission and shall ensure that it is carried out in conformity with the aims and objectives of the Foreign Policy of Sierra Leone.

Rule 10.10 The Head of Chancery shall be the Administrative Head of the Mission and shall ensure that the Mission is effectively and efficiently managed.

Rule 10.11 The number of hours of work per day shall be determined by the Head of Mission after consulting the Director-General of the Ministry of Foreign Affairs and International Cooperation, and shall be based on climatic conditions and/or customs in the foreign country of assignment.

Foreign Service Salaries and Allowances

Rule 10.12 The Wages and Compensation Commission shall establish salaries and allowances payable to citizens of Sierra Leone assigned to its Embassies, High Commissions and Permanent Missions abroad. The wages of locally employed staff in Missions abroad shall be determined by the Mission in consultation with the Director-General of the Ministry of Foreign Affairs and International Cooperation.

Rule 10.13 Acting Allowances for officers assigned to Missions shall be governed by Rules 4.1 through 4.4 inclusive of other provisions in this Code and Rules applicable to home-based staff.

Representation Allowance

Rule 10.14 A Representation Allowance shall be provided to Heads of Missions or persons appointed to act in that capacity, to assist them in fulfilling their social and/or other obligations in furtherance of Sierra Leone's national interests, to afford them the means to maintain a standard of living befitting their positions as the official Representatives of Sierra Leone.

Rule 10.15 A Head of Mission shall draw a Representation Allowance from the date he/she arrives at the duty station and shall cease to draw such allowance on the day he/she vacates the post of Head of Mission.

Rule 10.16 The rate of Representation Allowance shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance.

Foreign Service Allowance

Rule 10.17 A Foreign Service Allowance shall be provided to Foreign Service staff assigned to Missions in order to mitigate the additional costs of living as an expatriate in a foreign location.

Rule 10.18 An officer shall draw the Foreign Service Allowance from the date he/she arrives at the Mission and shall cease to draw such allowance on the day he/she leaves the duty station.

Rule 10.19 The rate of the Foreign Service Allowance shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International

Cooperation and the Ministry of Finance. The rate of the allowance shall be reviewed periodically.

Rule 10.20 The rate of the Foreign Service Allowance payable shall be differentiated between married officers and single officers. The rate of the allowance shall also be differentiated between three categories of officers:

a) Principal Representatives;

b) Administrative and Professional staff;

c) Administrative/management support staff.

Allowance for Dependent Children

Rule 10.21 A Child Allowance shall be paid to Foreign Service officers in respect of each dependent child as defined in Rule 10.1(g), whether the child is situated with the officer at post or otherwise.

Rule 10.22 Government shall be responsible for the payment of school fees for dependent children attending school at the Mission up to age 18.

Rule 10.23 The Head of Chancery shall select the school for the education of children of Mission staff which shall be approved by the Director-General, Ministry of Foreign Affairs and International Cooperation to ensure that the fees payable are reasonable.

Spousal allowance

Rule 10.24 A Spousal allowance shall be paid to the spouse of a Foreign Service officer, if the spouse is residing with the officer while the officer is at post. The amount of the spousal allowance will be determined by the Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance.

Language Tuition Allowance

Rule 10.25 An officer who is posted to a Mission at which the officer cannot speak the local language may, subject to verification by the Head of Chancery that knowledge of the local language is essential for the efficient performance of the officer's duties, receive language lessons paid for in full by Government. Lessons paid for by Government shall be at the institution approved by the Head of Chancery. The maximum period for Government payment for language lessons is twelve months.

Rule 10.26 The spouse of an officer who accompanies the officer to a Mission may also benefit from lessons in the local language paid for in full by Government, provided that the lessons paid for by Government shall be at an institution approved by the Head of Chancery. The maximum period for Government payment for language lessons is twelve months.

Hardship Allowance

Rule 10.27 Hardship Allowance shall be paid to Foreign Service officers assigned to Hardship Stations. The Hardship Allowance shall be an aggregate of two elements, inducement to accept assignments in difficult duty stations, and compensation for the hardships at the duty station in the form of such factors as violence, political pressures, inadequate police protection etc.

Rule 10.28 An officer shall draw the Hardship Allowance from the date he/she arrives at the Mission and shall cease to draw the Hardship Allowance on the day he/she leaves the duty station. Payment of the Hardship Allowance shall be suspended when an officer is absent on approved leave from the duty station for a period of thirty (30) consecutive days or more, and shall resume when the officer returns to the duty station.

Rule 10.29 The Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance shall fix the rate of the Hardship Allowance. The rate of the Hardship Allowance shall be reviewed periodically.

Travel and Subsistence Allowance

Rule 10.30 Travel and Subsistence Allowance for official travel shall be payable to Foreign Service officers including Heads of Missions as follows:

a) between an officer's host country to another country, (the prevailing rate for official travel between Sierra Leone and other countries as may be appropriate), shall apply;

b) within an officer's host country (local travel), the rate shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance.

Officers may claim Travel and Subsistence Allowance for themselves and their spouses who accompany them.

Rule 10.31 An officer who is authorized by the Head of Chancery to use his/her private vehicle for official travel within the country in which the officer is assigned or to an adjoining country, other than Sierra Leone, shall be reimbursed the cost of travel and subsistence at the rates specified for foreign travel.

Rule 10.32 Foreign Service officers shall be entitled to Clothing Allowance to be claimed by an officer upon first appointment and subsequently every four years, and such allowance shall be determined by the Wages and Compensation Commission in consultation with the Ministry of Foreign Affairs and International Cooperation and the Ministry of Finance.

Annual Leave

Rule 10.33 Foreign Service officers assigned to a Mission shall retain the standard Civil Service leave entitlements set out in this Code and Rules.

Rule 10.34 The Director-General, Ministry of Foreign Affairs and International Cooperation shall ensure that officers to be posted to a Mission abroad have taken their leave accrued in their current posting, before proceeding to their new duty station.

Rule 10.35 If leave is taken locally in the country to which the officer is assigned or any place other than in Sierra Leone, time spent travelling from and returning to the duty station shall be considered as part of the officer's period of leave.

Rule 10.36 If leave is taken during a tour of duty to travel to Sierra Leone for a period of relaxation and as a break from official duties, officers shall be allowed to count one day of travel to Sierra Leone and one day of travel to the Mission as work days. These two days shall not be deducted from the officer's leave credit.

Home Leave

Rule 10.37 Home Leave shall be granted to officers posted to a Mission in order to allow them and their families to retain contact with Sierra Leone, with their national culture, and with their families by spending on a regular basis a substantial period of annual leave in their home country.

Rule 10.38 Government shall pay the costs for one journey home to Sierra Leone and back to the Mission for leave purposes for the officer, the officer's spouse and the officer's dependent children after two years of service at a Mission, provided such payments shall be made once only during the officer's tenure in that Mission.

Rule 10.39 Home Leave travel for the officer, spouse and dependent children shall be in economy class.

Compassionate Leave

Rule 10.40 In the event of the death of an officer's mother, father, spouse or child, the Director-General, Ministry of Foreign Affairs and International Cooperation shall grant permission for the officer to travel to Sierra Leone for the funeral. One return economy class air ticket shall be provided by Government for this purpose.

Rule 10.41 If a close relative of an officer is critically ill, the Director-General, Ministry of Foreign Affairs and International Cooperation shall grant permission for him/her to be absent from the Mission to allow the officer to travel at his/her own expense to Sierra Leone.

Rule 10.42 The duration of stay for an officer who has been granted permission to travel to Sierra Leone on compassionate grounds shall

be for an initial period of two weeks but shall not be extended beyond four weeks.

Travel Related to Postings Abroad General

Rule 10.43 Government shall meet the following travel costs related to postings abroad:

a) journeys to and from the post at the beginning and end of the posting;

b) journeys on official business during the posting;

c) repatriation of dependent children above 21 years shall rest with the officer;

d) travel on home leave.

Route, Mode and Standard of Transportation

Rule 10.44 Official travel under these Rules should, in all instances, be by a route, mode and standard of transportation approved in advance by the appropriate authority.

Rule 10.45 The normal route for all official travel under these Rules shall be the most direct and economical route.

Rule 10.46 For official travel by air, Heads of Missions, their spouse and children shall be provided with business class air tickets while all other officers shall travel by economy class.

Travel Arrangements

Rule 10.47 Arrangements for official travel, including obtaining appropriate visas, shall be made by the Director-General, Ministry of Foreign Affairs and International Cooperation.

Rule 10.48 Officers shall be responsible for ensuring that they are in possession of all appropriate health and vaccination documents for themselves, their spouses and dependent children.

Transport of Deceased Officer, Spouse or Child(ren)

Rule 10.49 Government shall be responsible for the repatriation of the body of a deceased officer, spouse or dependent child(ren) from the place of death to Sierra Leone.

Rule 10.50 Government shall pay the cost of return airfare from the Mission to Sierra Leone for the officer and children in the case of death of a spouse, or for the officer, spouse and children in the case of death of a dependent child, or for the spouse and children in the case of death of the officer, to permit them to attend the funeral of the deceased. A spouse who has been given return airfare to attend the funeral of an officer shall subsequently be eligible, along with any eligible dependent children, for one-way airfare from the Mission to Sierra Leone for repatriation.

Transport of Personal Effects of an

Rule 10.51 Government shall meet the cost for the transport of personal effects of an officer related to journeys to and from the

Officer

Mission at the beginning and end of a postings abroad, including travel between consecutive postings at Missions abroad.

Rule 10.52 Officers, including Heads of Missions, shall be entitled to a maximum of two 20-Foot containers for the transportation of personal effects at the end of a posting abroad, including consecutive postings at Missions.

Rule 10.53 The Director-General of the Ministry of Foreign Affairs and International Cooperation shall approve the removal and storage firms for shipping and/or storing personal effects of Foreign Service officers.

Rule 10.54 Government shall meet the insurance premiums for the shipping and storage of the personal effects of Foreign Service officers.

Rule 10.55 Officers shall be responsible for ensuring that they obtain an exit visa for the removal of goods from the duty station.

Rule 10.56 An officer returning from a posting abroad shall be entitled to import one motor vehicle into Sierra Leone duty free.

Use of Vehicles at Missions Abroad

Rule 10.57 An appropriate Representational car shall be provided for the Head of Mission. In the absence of the Head of Mission, the Chargé d'affaires ad-interim or Acting Head of Mission shall use the official car for official purposes only.

Rule 10.58 Any officer in the Chancery may, with the permission of the Head of Chancery, use an official car for official duty.

Rule 10.59 Every official vehicle shall be provided with a logbook, which shall be periodically checked by the Head of Chancery to ensure that the vehicle is used for authorized purposes only.

Rule 10.60 All accidents, whether minor or major, shall be reported to the Head of Chancery on the day they occur or on the next working day. The Head of Chancery shall advise the Director-General Foreign Affairs accordingly. A police report, if any, and recommendations of the Head of Chancery should be attached to the report.

Accommodation at Missions Abroad

Rule 10.61 Officers serving at Missions shall be provided with furnished accommodation commensurate with the officer's status.

Rule 10.62 When negotiating a lease or a tenancy, the Head of Chancery shall ensure that the lease contains the "diplomatic clause" providing for the cancellation of the lease before its expiry date at short notice in the event of any unforeseen transfer of the officer occupying the accommodation. As far as possible, the maximum period of notice acceptable in a "diplomatic clause" is six (6) months.

Rule 10.63 No officer shall vacate rented accommodation before expiry of the lease unless Government has given the officer notice of transfer to another duty station. Unless dictated by other factors, Government shall give three months' notice of its intention to transfer an officer to another duty station.

Rule 10.64 The occupant of any furnished accommodation shall be personally and financially liable for replacing all losses and breakages at current replacement costs and for making good any damage or deterioration to the accommodation not due to fair wear and tear.

Rule 10.65 The Head of Chancery shall ensure that adequate steps are taken to protect from damage the fixtures, fittings, furniture or effects of leased accommodation. The Head of Chancery shall be guided by advice tendered by the approved estate agent.

Rule 10.66 No alterations shall be made to leased accommodation or its contents. When premises are eventually vacated, they shall be left in a clean and habitable condition both within and without.

Rule 10.67 The Mission shall pay for installation and maintenance of telephones and for the costs of local calls. The Mission shall pay the bills for utilities for officers' accommodation, including water, gas, electricity, and heating, where no allowances are paid.

Health

Rule 10.68 Officers, their spouses and dependent children accompanying them on their posting abroad at public expense shall obtain a medical clearance certificate to certify their fitness to serve and live at a posting abroad. Medical examinations will be administered by a Government Medical Officer.

Rule 10.69 Officers, serving in Missions, their spouses and dependent children shall have appropriate medical and dental treatment at Government expense. In case of locally recruited staff serving in Missions, only the local staff member, other than his/her spouse and dependent children shall have appropriate medical health insurance at Government expense.

Rule 10.70 When officers are admitted to hospitals or clinics as in-patients it shall be the responsibility of the Mission to reimburse the costs of all prescribed treatment and general accommodation charges imposed by the hospital or clinic.

Rule 10.71 Notwithstanding Rule 10.67 to 10.69, special personal medical demands of officers, such as cosmetic surgery, spa treatments, etc. shall not be covered under this Code and Rules.

Transport of Confidential

Rule 10.72 Any classified document in an officer's charge at the time of the officer's transfer which shall remain in the officer's charge

Documents between Missions

at the new duty station shall be submitted for transmission to the new duty station through the appropriate official channel.

Behaviour of Officer's Family

Rule 10.73 All members of the family of an officer, including domestic workers from Sierra Leone, who may be residing abroad with the officer, shall refrain from any activities or actions forbidden to the officer under the Civil Service Code and Rules or the laws of Sierra Leone. All members of the family of an officer who may be residing abroad with the officer shall be expected to conduct themselves in a manner which reflects credit on Sierra Leone and which does not run counter to local sensibilities or laws.

Rule 10.74 Failure by the members of an officer's family or domestic workers from Sierra Leone to comply with these requirements will make the officer liable for disciplinary proceedings under the provisions of this Code and Rules.

Employment of Spouses Abroad

Rule 10.75 The spouse of an officer posted to a Mission may forfeit spousal allowance on accepting remunerated employment in the host country provided that the prior permission of the Director-General of the Ministry of Foreign Affairs and International Cooperation has been obtained.

Rule 10.76 In considering a request for permission for spouse employment abroad, the Director-General, Ministry of Foreign Affairs and International Cooperation shall be guided by the following considerations:

(a) the employment shall not bring the spouse's general immunity from jurisdiction into question if, in local circumstances, the loss of such immunity would be unacceptable;

(b) assuming that general immunity shall not be lost or, if lost, such loss is acceptable, the employment will not bring the spouse's immunity from civil and administrative jurisdiction into question if, in local circumstances, the loss of such immunity would be unacceptable;

(c) acceptance by the spouse of such employment is in accordance with the requirements of the host country and with national and local customs and laws;

(d) acceptance by the spouse of such employment shall not give rise to any security concerns or objections by the Government of Sierra Leone;

(e) acceptance by the spouse of such employment shall not give rise to any risk of embarrassment for the Government of Sierra Leone;

(f) acceptance by the spouse of such employment is not inconsistent with other official responsibilities of the officer and/or the spouse.

Liability to Pay Host Country Taxes

Rule 10.77 The status of the officer in the host country does not normally exempt the spouse or dependent child(ren) who enter into employment in the host country from liability to pay local income taxes and other taxes or fees arising from employment in the local economy.

Decorations

Rule 10.78 It shall constitute an offence for an officer to accept without the prior consent of Government any decoration, honour or award granted, created or conferred by or on behalf of a foreign state.

Rule 10.79 In the event that the Government approves the acceptance by the officer of a decoration, honour or award from a foreign state, such approval shall be sent to the President of Sierra Leone for his assent and warrant.

Chapter 11
Provincial Administration

Preamble

Preamble 11.1 The Secretary to Cabinet and Head of the Civil Service and the Director-General, in consultation with the Ministry of Local Government and Community Affairs, shall determine the roles and responsibilities of Administrative Officers posted to a duty station under Provincial Administration, in consonance with the roles and responsibilities of such officers as prescribed in relevant laws such as the Chieftaincy Act of 2009 and the Provinces Act of Cap 60 of the laws of Sierra Leone.

Preamble 11.2 The roles and responsibilities of professional and technical staff posted to the provinces/regions or districts shall continue to be determined by their respective Ministries, Departments and Agencies (MDAs), except where those duties particularly fall under the supervisory functions of the Provincial Administrators mentioned under Rule 11.1 (a) of this Code and Rules.

Preamble 11.3 Administrative Heads of MDAs, in consultation with the Ministry of Finance during budgetary discussions, shall make provision for travel expenses, including the cost of transporting the personal effects of all officers posted to duty stations in the provinces/regions or districts.

Rules

Categories of Provincial Administration

Rule 11.1 Provincial Administration is composed of the following Civil Servants:

a) Category A: consists of Administrative Officers posted to the Provincial Administrative Offices in the Ministry of Local Government and Community Affairs for the purpose of administratively representing Central Government and/or maintenance of law and order at local level that includes Provincial Secretaries, Deputy Secretaries, Senior Assistant Secretaries, Assistant Secretaries (at Provincial/Regional level); Senior District Officers, District Officers and Assistant District Officers (at District level).

b) Category B: consists of professional/technical officers who are the principal representatives of other MDAs that are normally posted by their respective MDAs' Posting Committees to deliver professional/technical services at provincial/regional or district levels.

c) Category C: consists of Administrative, Management or Technical staff between grades 1 to 6, who are recruited by the Public Service Commission (PSC) and Human Resource Management Office (HRMO) for the performance of administrative, technical and sub-professional duties.

General duties and responsibilities

Rule 11.2 It is the responsibility of the Provincial Administration to coordinate, monitor and supervise the implementation of central government policies and programmes in the provinces/regions or districts. A Provincial Administrator has varying responsibilities to every Minister and a special responsibility to the President for coordinating and guiding all Government activities in the provinces/regions or districts. Provincial Administrators shall serve the duly constituted Government and State in accordance with the laws and principles set out in this Code and Rules.

Provincial Secretary

Rule 11.3 In addition to Rule 11.2, the Provincial Secretary is the head of administration in the province/region and reports to the Permanent Secretary of the Ministry of Local Government and Community Affairs. The Provincial Secretary shall serve as but not be limited to the following:

a) Deputy Chairperson of the Provincial Security Committee (PROSEC), to coordinate security issues and maintenance of law and order in the Province/Region
b) Declaration of Rights and Returning Officer for the election of Paramount Chiefs in the Provinces/Regions

Rule 11.4 The Provincial Secretary shall supervise and coordinate the work of all provincial administrators mentioned in Rule 11.1 (a) in the province/region or district, including but not limited to the following:

a) Arbitration of boundary and land disputes
b) Customary and traditional issues
c) Retrieval of staff of office on the demise, removal or resignation from office of a Paramount Chief.
d) Preparation and submission of annual reports on the status and occupancy of government quarters in the regions.

Senior/District Officer

Rule 11.5 The Senior/District Officer shall be the principal representative of Central Government at district level excluding the Western Region. The Senior/District Officer shall report to the Ministry of Local Government and Community Affairs through the Provincial Secretary. The duties of the Senior/District Officer shall include but not be limited to:

a. Disseminating government policies in the district and ensure implementation

b. Coordinating non-devolved central government functions in the district;
c. Coordinating, supervising and monitoring all Government projects and programmes in the district
d. Undertaking protocol duties for VIP official visits;
e. Conducting administrative investigations to ensure chiefdom authorities do not abuse their powers and authority;
f. Serving as a member of the Provincial Coordinating Committee of the region without voting rights
g. Chairing District Security Committee (DISEC) meetings involving stakeholders such as the local councils and heads of department and agencies
h. Serving as a member of the District Disaster Committee

Rule 11.6 The Senior/District Officer shall oversee chiefdom administration to ensure good administration and maintenance of law and order at local level including, but not limited to:

a. Addressing complaints from chiefs and citizens in the chiefdom in a timely manner;
b. Mediating in disputes between paramount chiefs and their sub-chiefs, and between chiefdom authorities, local councils and MDAs;
c. Supervising chiefdoms' activities relating to law, order and security;
d. Undertaking revision of chiefdom electors' list on behalf of the Provincial Secretary;
e. Overseeing the election of sub–chiefs;
f. Maintaining relations with all stakeholders to promote peace and tranquillity in the district and providing timely information to Government on potential disruptions to peace and stability.

Assistant District Officer

Rule 11.7 The Assistant District Officer of a district may perform any of the duties of the District Officer of that district, but shall only discharge such portion thereof as may, from time to time be assigned to him by the District Officer, subject to any special instructions from the Provincial Secretary and while performing any of the said duties, he shall have the same power as the District Officer as spelt out in Cap 60 (3) of the laws of Sierra Leone as amended.

Indemnity

Rule 11.8 Provincial Administrative Officers and the Police are collectively responsible for the maintenance of security, law and order in the province/region or district. This notwithstanding, should any occasion arise for the arrest of any Provincial Administrative Officer outside of the authority of the Anti-Corruption Commission and other criminal offences such as sexual penetration, rape, murder etc, the Inspector-General of Police should be consulted who will in turn obtain the fiat of the Secretary to the Cabinet and Head of Civil Service and the Attorney-General and Minister of Justice. If the fiat

is obtained for the arrest of a Provincial Administrative Officer, such arrest shall be executed outside his/her area of jurisdiction.

Rule 11.9 The roles and responsibilities of professional and technical officers posted to provincial administration, shall continue to be determined by their respective MDAs.

Ethical Standards

Rule 11.10 In the performance of their duties, all officers in provincial administration mentioned in Rule 11.1 (a), (b) and (c) shall adhere to all Ethical Standards as stated in Rule 13.10 of this Code and Rules and any other related/relevant laws of Sierra Leone.

Posting of Administrative Officers

Rule 11.11 The power to post Administrative Officers as in Rule 11.1 (a) to duty stations in the provinces/regions or districts and to recall them shall rest with the Administrative Officers' Postings Committee. Similarly, the power to recruit support staff as in Rule 11.1 (c) to duty stations in the provinces/regions shall rest with the Public Service Commission and the Human Resource Management Office.

Posting of Professional/technical Officers

Rule 11.12 The power to post professional/technical officers to duty stations in the provinces/regions or districts and to recall them shall rest with the Postings Committee of their respective MDAs.

Gender Mainstreaming

Rule 11.13 The Administrative Officers' Postings Committee and the Postings Committees of professional/technical staff in respective MDAs shall, in the interest of gender mainstreaming, post female officers to Provincial Administration at all levels.

Tour of duty

Rule 11.14 Posting of Administrative Officers and professional/ technical officers to duty stations in the provinces/regions or districts shall normally be for at least one tour (two years), and at most two tours (four years), after which the officer may be posted to a new duty station.

Individual Performance Appraisal

Rule 11.15 The Provincial Secretaries through the Permanent Secretary, Ministry of Local Government and Community Affairs shall submit an annual appraisal report to the Director-General on the work and conduct of staff at district and provincial/regional levels. Similarly, supervisors of professional/technical officers at provincial/regional or district level through their respective Permanent Secretaries shall submit an annual appraisal report to the Director-General on the work and conduct of such officers.

Acting Allowances

Rule 11.16 Acting Allowances for officers posted to the provinces/regions or districts shall be governed by the provisions of Rules 4.1, 4.2, 4.3 and 4.4 of this Code and Rules applicable to all Civil Servants.

Entertainment Allowance

Rule 11.17 Entertainment Allowance as stated in Rules 4.15, 4.16 and 4.17 of this Code and Rules shall apply to Provincial Secretaries, Senior District Officers and District Officers. Provincial Administrative Officers acting in a vacant post that carries an entertainment allowance shall receive such allowance for the period they act in the post.

Hard to Reach/Remote Station Allowance

Rule 11.18 The provisions in Rule 4.6 of this Code and Rules shall apply to Provincial Administrators mentioned in Rule 11.1 (a), (b) and (c) posted to districts or localities that lack the basic social amenities and are very difficult to reach.

Travel and Subsistence Allowance

Rule 11.19 Travel and Subsistence Allowance for official travel shall be payable to provincial staff when travelling on official duties in and out of Sierra Leone. The prevailing rates for official travel shall apply.

Travels related to postings

Rule 11.20 Government shall meet the travel costs related to postings of all administrative, professional, technical and support staff, including their spouses and dependent children, to the regions/provinces at the beginning and end of each tour, as well as the cost of transporting personal effects. Such cost shall be met from the MDAs' respective local travelling votes.

Rule 11.21 The cost associated with Rule 11.20 shall be determined by the prevailing rate.

Chapter 12
Social Security, Disability, Occupational Health and Safety

Preamble

Preamble 12.1 Government shall provide medical benefits to all officers in the Civil Service.

Preamble 12.2 Government shall provide pension benefits to retired Civil Servants as determined by the Wages and Compensation Commission and as set out in the National Social Security and Insurance Trust Act.

Preamble 12.3 In consonance with their present recruitment policies and practices, the Public Service Commission, the Human Resource Management Office and other Civil Service recruitment entities shall not discriminate against persons with disabilities when such persons possess the skills and qualifications required for the job.

Preamble 12.4 As much as possible, MDAs shall provide a friendly work environment to accommodate officers with disabilities, including making reasonable adjustments to enable officers with disabilities to carry out their work in a way that does not put them at a disadvantage or an unequal footing with their colleagues without disabilities.

Preamble 12.5 Appropriate steps and adequate measures where applicable, shall be instituted to mitigate any form of harassment or discrimination against officers with disabilities in the workplace.

Preamble 12.6 Government shall, on a periodic basis, provide credible information on officers with disabilities in the Civil Service.

Preamble 12.7 Government shall ensure that an occupational health and safety management system is established with adequate measures to mitigate workplace hazards and ensure workers' safety at all times.

Preamble 12.8 Government shall provide, where applicable, appropriate support to officers who acquire disabilities in the course of performing their duties, based on existing laws.

Rules

SOCIAL SECURITY

Rule 12.1 Compensation for injury or death while on duty shall be determined by the terms of the relevant Act(s), such as the National Social Security and Insurance Trust Act.

Rule 12.2 Government shall provide pension benefits for eligible members of the Civil Service to permit retired Civil Servants to have security in their old age and to enjoy the benefits of retirement and a period of leisure after a career in the Service.

Rule 12.3 Eligibility and benefits shall be established by the Wages and Compensation Commission and the National Social Security and Insurance Trust Act.

Rule 12.4 Government shall provide medical benefits to all officers in the Civil Service to promote their health and well-being and the effectiveness and efficiency of the Civil Service.

Medical Examination

Rule 12.5 A candidate for appointment must be examined by a Government Medical Officer and declared to be of sound health and fit for employment in the Civil Service. Civil Servants, once appointed, may be required from time to time to undergo medical examination to ensure that they are free from any ailment which prevents the effective performance of their duties or which is likely to impair the health of others, and may be required to receive inoculations or treatment, including psychiatric treatment appropriate to preserve their own health or the health of others.

Rule 12.6 Medical examinations required by Government shall be at the expense of Government.

Rule 12.7 Medical examinations required by Government shall be carried out at a Government clinic or hospital. In special circumstances when further examination is required to be performed by a private practitioner or a specialist, or at a non-government medical facility, such examinations shall be subject to the prior authorization of the Chief Medical Officer.

Travel for Medical Examination

Rule 12.8 When an officer has to travel to obtain a medical examination required by Government, Government shall meet the costs of such travel.

Notification of Absence Due to Illness

Rule 12.9 Any officer who is prevented from performing his/her duties for reasons of sickness, injury, including injury received during the course of duty or any attack of a suspected disease must take immediate steps to obtain medical attention. The officer must also

inform his/her Administrative Head of MDA within 48 hours of the start of the illness or the injury. Failure to comply with these requirements may result in the officer being regarded as being absent from duty without leave.

Medical Certificate

Rule 12.10 At the end of the period of illness, the officer must produce a medical certificate covering the whole period of illness. Administrative Heads of MDAs shall not allow absence on grounds of sickness without satisfactory evidence of incapacity. Traditional means of healing without proof beyond all reasonable doubt shall not be accepted as evidence for the period an officer fell ill.

Rule 12.11 Permanent and pensionable officers shall be eligible for medical treatment abroad at Government expense.

Rule 12.12 Medical Treatment abroad for Civil Servants on the recommendation of a Medical Board constituted by the Chief Medical Officer shall have Executive Approval from the Office of the President and the financial concurrence of the Ministry of Finance.

DISABILITY

Equal Job opportunity for all applicants including Persons with Disabilities

Rule 12.13 Recruitment into the Civil Service shall constitute a process that provides equal opportunity for all applicants, including persons with disabilities, to access job adverts and being able to compete for such job opportunities irrespective of their physical challenges. To this end, an applicant with disabilities shall not be treated less favourably because of his/her impairment on the proviso that he/she is capable of performing the essential duties of the job.

Rule 12.14 Where the disability makes it practically impossible for a person with disabilities to effectively and efficiently perform the type of job for which he/she possesses the skills and qualification, the decision not to offer him/her the job shall not be considered in any way to be discriminatory or biased against the applicant with disabilities.

Rule 12.15 An officer with a disability shall be subject to the same terms and conditions of employment and the same compensation, privileges, benefits, incentives or allowances as his/her colleagues without disability, except where reasonable accommodation is required and possible.

Reasonable accommodation for Persons with Disabilities

Rule 12.16 Administrative Heads of MDAs shall endeavour, where possible, to provide reasonable accommodation to an officer with a disability. Unless the disability is obvious or already known to the employer, the officer may request reasonable accommodation.

Rule 12.17 Notwithstanding Rule 12.16 Administrative Heads of MDAs shall not be required to provide the particular

accommodation an officer with a disability may request if another accommodation will serve the purpose. However, there must be an interactive process or dialogue with the officer about alternative accommodation that will reasonably meet his/her personal needs.

Rule 12.18 An MDA shall not be coerced to provide reasonable accommodation if the cost of doing so would create an undue significant difficulty or expense or undermine its financial viability.

Rule 12.19 Medical information related to an officer's disability and medical history shall be kept confidential. Medical records and other documents containing information about a disability must be stored in a secure medical file separate from the personnel file of the officer.

Rule 12.20 Notwithstanding Rule 12.19 the confidential medical information of an officer with disabilities may be disclosed under the following circumstances:

a) to supervisors, if appropriate to communicate disability-related work restrictions or accommodations

b) to health care workers, if the disability might require medical treatment or related matters

c) for insurance purposes

d) to any government authority as provided for by law.

Zero tolerance on harassment of Officers with Disabilities

Rule 12.21 No officer with a disability shall be subject to any form of harassment in the workplace by other colleagues, including the use of words, gestures or caricatures that demean or embarrass the officer with disabilities, on account of his/her disability. Harassing such an officer on account of his/her disability shall warrant appropriate disciplinary action(s).

Acquisition of disability during employment

Rule 12.22 An officer who acquires a disability while performing official duties, shall either be retained in the post where the disability was sustained or be transferred to another post or place within the MDA, provided that the officer is still capable of performing the duties for which he/she was recruited, or can carry out related or other appropriate functions for which the officer possesses the skills/qualification or can be trained to do so.

Rule 12.23 In an instance where the officer who acquired the disability while performing official duties is deemed incapable to carry out the duties as in Rule 12.22, appropriate steps shall be taken by the Administrative Head of the officer's MDA, for the attention of

the Director-General, to determine appropriate action(s) to separate him/her from the Service.

Rule 12.24 The appropriate action referred to in Rule 12.23 shall be in consonance with the National Social Security and Insurance Trust Act.

Rule 12.25 Rules 12.23 and 12.24 shall also apply to a serving officer with a disability whose disability becomes more severe as a result of performing official duties.

Disaggregated Disability Data

Rule 12.26 Administrative Heads of MDAs shall be required to provide on an annual basis, information regarding officers with disabilities and such information shall contain the following:

a. name

b. age

c. gender

d. type of disability

e. any other relevant information regarding same

Rule 12.27 When an officer with disability poses a threat to colleagues and visitors in the workplace and such threat is directly or otherwise associated with the disability, the Administrative Head of the MDA shall request the Chief Medical Officer to convene a Medical Board in order to determine the suitability of the officer with disability for continued service or otherwise. The report of the Medical Board shall be forwarded to the MDA of the officer with disability and a copy extended to the Director-General.

Rule 12.28 Where the outcome of the Medical Board examination ascertains beyond all reasonable doubt that the threat posed by an officer with disability puts colleagues and visitors in harm's way, appropriate steps shall be taken by the Director-General in consultation with Public Service Commission to separate the officer with disability from the Service.

Rule 12.29 Notwithstanding the provisions of Rules 12.27 and 12.28, when an officer with disability fails to subject himself/herself to a Medical Board examination within three months of receiving formal notice of the requirement to do so, the officer with disability shall be retired on medical grounds without such examination.

OCCUPATIONAL HEALTH AND SAFETY

Rule 12.30 Administrative Heads of MDAs shall ensure the establishment of an Occupational Health and Safety management system with adequate measures to mitigate workplace hazards, such

as chemical, physical, fire, biological, psychological, ergonomic and accidents, among others.

Rule 12.31 Administrative Heads of MDAs shall ensure that the office environment, including the rest rooms and communal areas, are kept in a hygienic condition that ensures workers' health and safety.

Rule 12.32 Due attention shall be paid to Occupational Health and Safety standards in MDAs to mandate the removal, reduction, or replacement of workplace or jobsite hazards, thereby providing a safe working environment for all employees and visitors.

Compliance Mechanism

Rule 12.33 Each MDA shall identify its own list of risks that it needs to address, establish and implement an Occupational Health and Safety system to provide a safe working environment for all of its employees, and curb the costs associated with accident, injury and illness sustained at work.

Rule 12.34 In order to ensure compliance with the Occupational Health and Safety management system established by the MDAs, a monitoring arrangement shall be instituted by the Director-General in consultation with the Head of the Civil Service.

Rule 12.35 Failure by the Administrative Head of an MDA to develop and implement an Occupational Health and Safety system at work will attract punitive action to be determined by the Director-General in consultation with the Head of the Civil Service.

Compensation for Severe Personal Injury

Rule 12.36 A permanent or contract officer who sustains severe personal injury while performing official duties shall receive a one-off payment as compensation. The level of compensation shall be determined by the Wages and Compensation Commission in consultation with the Director-General and the Financial Secretary.

Rule 12.37 MDAs shall undertake regular risk assessment exercises and adopt a system of training as may be deemed appropriate on Occupational Health and Safety, aimed at providing workers with relevant information, knowledge and skills to maintain a safe and healthy work environment.

Chapter 13
Work Ethics, Conflict of Interest and Whistleblowing

Preamble

Preamble 13.1 Civil Servants in the discharge of their duties shall at all times espouse the highest standards and principles that will uphold the image and dignity of the Civil Service.

Preamble 13.2 Civil Servants shall not use their positions to influence the conduct of responsibilities, human resource, business, financial, governance, contract or other matters in ways that could lead to personal gain for the member or related party, or give improper advantage to others, to the detriment of the Civil Service.

Preamble 13.3 Civil Servants shall not directly or indirectly place themselves in a situation in any official matter, where there is a private or personal interest.

Preamble 13.4 Civil Servants shall in the interest of the Civil Service, disclose information that relates to wrongdoing and be protected against victimisation for making such disclosures.

Preamble 13.5 Civil Servants and members of the public shall raise concerns of impropriety openly or anonymously.

Preamble 13.6 The Administrative Head of an MDA or the Director-General shall be responsible for investigating disclosures of impropriety.

Rules

Standards of Propriety in Awarding Contracts

Rule 13.1 In the procurement of goods and services officers are required to adhere strictly to the procurement law, and regulations that are currently in force.

Rule 13.2 In compliance with Rule 13.1, Administrative Heads of MDAs shall ensure that their staff report relevant business interests as required by Rule 15.5(c).

Financial Responsibility

Rule 13.3 Any officer may be required to reimburse Government either partially or in full for any financial loss suffered by Government as a result of the officer's negligence or of the officer having violated any regulation, rule or administrative instruction of the Civil Service.

Legal Proceedings

Rule 13.4 An officer may not institute legal proceedings for libel or slander in connection with matters arising from his/her official duties, unless he/she has obtained the approval and advice from the

for Libel or Slander

Law Officer's Department through the Director-General and the Administrative Head of his/her MDA.

Rule 13.5 If an officer is required to attend a Court of Law in any capacity, he/she shall immediately notify the Administrative Head of his/her MDA in order that suitable arrangements may be made for the performance of the officer's duties during his/her absence.

Proprietary Rights

Rule 13.6 All rights, including title, copyright, and patent rights, in any work performed by an officer of the Civil Service as part of the officer's official duties shall be vested in the Government of Sierra Leone.

Mineral Rights

Rule 13.7 A Civil Servant must report the discovery of what he/she may consider to be valuable minerals to Government. Civil Servants shall not report such discoveries to any syndicate, company or individual. It is within the discretion of Government to make public or withhold the report of any such discovery.

Ethical Standards

Rule 13.8 In dealing with clients or service users, a Civil Servant shall:

a. carry out his/her duties in a way that maintains public confidence in the integrity of his/her office;

b. treat the public and fellow public officers with courtesy and respect;

c. be altruistic and not use their authority or office for personal gain but must always seek to observe the ethics, uphold the dignity and esteem of the Service;

d. to the extent appropriate to his/her office, seek to improve the standards of performance and level of professionalism in his/her organisation;

e. if he/she is a member of a professional body, observe the ethical and professional requirements of that body;

f. observe official working hours and not be absent without proper authorisation or reasonable cause;

g. maintain an appropriate standard of dress and personal hygiene;

h. discharge any professional responsibilities in a professional manner.

Work ethics

Rule 13.9 Civil Servants have personal responsibility for developing and exuding strong work ethics and must in that regard demonstrate commitment to:

1. Attendance to Duty

a. Civil Servants shall report for duty punctually and shall have strict regard to the working hours and not come late to meetings and official functions without reasonable cause, and shall always be available for official duty when called upon.

b. Civil Servants shall be result-oriented and commit working hours to the performance of official duties. They shall endeavour to accomplish planned activities satisfactorily and on time and shall desist from engaging in conduct or behaviour that disrupts or interferes with their work.

c. They shall, as far as possible, avoid negative work habits such as:

(i) perpetual lateness to work as well as attendance at meetings;

(ii) absenteeism;

(iii) requesting for and utilizing more than the required number of sick leave, UPA/casual leave; and

(iv) using vagaries of the weather, poor transportation and/or domestic and personal problems as excuses for lateness and absenteeism.

2. *Devotion to Duty*

Civil Servants shall devote their full time and attention to the business of the organizations they serve, during working hours. To this end, Civil Servants shall neither engage in nor encourage the following:

i. rent-seeking;

ii. sleeping on the job during working hours;

iii. loitering;

iv. being lackadaisical in carrying out an assigned duty;

v. trading, selling or transacting private financial business during scheduled working hours;

vi. engaging in frivolous conversations with colleagues during scheduled working hours;

vii. receiving, encouraging and/or entertaining unofficial visitors;

viii. bringing babies and children to office during working hours;

ix. engaging in and/or performing unofficial activities during working hours;

x. letting time pass without doing anything useful or constructive to the Service, such as forecasting lottery numbers;

xi. drunkenness or being under the influence of alcohol or drugs during working hours;

xii. engaging in noisy, riotous conduct/behaviour that would distract other officers or disturb their concentration.

Rule 13.10 In the performance of their duties, Civil Servants should aspire towards:

1. Highest standards of service delivery by:

a. conscientiously, honestly and loyally serving the people, government of the day and other public institutions;

b. always acting within the law;

c. performing their duties with diligence and productivity in mind.

2. Highest standards of behaviour at work by:

a. responding to the public promptly and compassionately;

b. treating superiors, colleagues and members of the public with dignity and respect;

c. not engaging in verbal assault or physical assault on Government premises or public place to the embarrassment of the Service;

3. Highest standards of probity by:

a. acting responsibly, never seeking to use improper influence;

b. abiding by guidelines in respect of offers of gifts or other benefits;

c. avoiding conflict of interest.

4. Time Management

Absence or Break from duty
All absences from duty and all movement of Civil Servants from their work premises during official working hours must be authorised by the designated supervising officers concerned.

5. Appearance and Public Image

(a) Dress Code

i. Civil Servants on duty shall be suitably and decently dressed in clothing which is acceptable for the projection and promotion of a good image of the Service.

ii. Where a Civil Servant is in a service which is uniformed, such uniform shall be provided at public expense. The Civil Servant shall wear the complete uniform during working hours whilst on duty and maintain and keep it clean.

iii. Where health and safety gears are provided to Civil Servants for specific jobs, these must be worn without fail during performance of those specific duties.

(b) Personal Hygiene

Civil Servants shall always maintain a high standard of personal hygiene and be well groomed at all times during working hours.

6. Regard for Public Resources

Civil Servants shall safeguard public property/assets entrusted to them and shall ensure that no wilful damage, loss or misappropriation occurs in the process of their procurement, storage, utilisation and disposal.

7. Human Resources

a. Civil Servants shall, without favour, support staff under their supervision to enhance their competencies and self-development and shall not oblige any staff under their supervision to do personal work.

b. Civil Servants shall ensure respect for subordinates, colleagues and superiors.

8. Customer Care

Civil Servants shall serve customers with fairness, promptness, clarity, and respect with a view to ensuring customer satisfaction and enhancing the image of the Service.

9. Communication of Information

Official correspondence by Civil Servants about any person or matter that is under consideration or is a subject of comment or response must be couched in a language that is courteous, decent, precise, and explicit.

(a) Use of Official Information

i. Civil Servants shall at all times maintain the ethics/culture of confidentiality and shall not disclose official information that is held in confidence within the Government that they acquire during their tenure of office;

ii. Civil Servants shall not use official information acquired in the course of the performance of their official duties to advance personal gain or the interest of their families or others.

iii. Civil Servants shall not at any time engage themselves in loose talk and make unguarded statements.

(b) Publishing of Official Information

Civil Servants shall not publish any official information in any document, article, book, play, film or otherwise without explicit permission from the Director-General.

(c) Communication to the Press, State and Non-State Actors, and Members of the Public

Civil Servants shall not publish/disclose any official correspondence or information to the press, book, state and non-state actors, and members of the public without the prior permission in writing of the Administrative Head of MDA or the Director-General. The information sought by the public shall be provided within 15 working days from the day the request was received.

(d) Anonymous Communication

Civil Servants are prohibited from writing or disseminating anonymous and malicious letters and printing of graffiti intended to demean the image of Government or public institutions, Civil Servants or any other persons. Where anonymous communication is consistent with Whistle Blowing under the provisions of this Chapter, the provisions in Rules 13.36, 13.37 and 13.49 shall apply.

(e) Removal, Destruction or Altering of Records

Civil Servants shall not, without the permission of the person immediately in charge, wilfully remove, destroy or alter public records from office premises.

10. Improper Influence

Civil Servants shall not use or attempt to use their official positions to secure unwarranted privileges or exemptions for themselves or others.

Rule 13.11 Except in pursuance of his/her official duties no Civil Servant shall, without the permission of the Director-General, whether on duty or leave of absence:

a. act as the editor of any newspaper, magazine or periodical or take part directly or indirectly in the management thereof; or

b. contribute to, whether anonymously or otherwise, or publish in any newspaper, magazine or periodical in any manner, anything which may reasonably be regarded as political or administrative in nature; or

c. speak in public or broadcast on any matter which may reasonably be regarded as political or administrative in nature; or

d. allow himself/herself to be interviewed or express any opinion on any question of an administrative or political nature or any matters affecting the administration and security of Sierra Leone.

Rule 13.12 When a Civil Servant believes he/she is being required to act in a way which:

a) is improper or unethical;

b) is in breach of a law or a professional code;

c) is in any way inconsistent with this Code;

d) raises a fundamental issue of conscience;

he/she should refrain from performing the given directive and report the matter to an appropriate authority.

Rule 13.13 When a Civil Servant has raised an issue under the terms of Rule 13.12**,** and the matter has been reviewed by the appropriate authority, and if the officer is dissatisfied with the decision or action of the said authority, he/she may decide to report the matter directly to the Director-General, whose duty it is to take appropriate action to investigate the matter. It is the duty of the Director-General to inform, in a timely manner, the officer who raised the matter of the result of his enquiries. If the officer is not satisfied that appropriate action has been taken by the Director-General on the issue reported, he/she can either seek redress through official channels with the Head of the Civil Service, the Commission, the Ombudsman, and the Commissioner of Labour.

Rule 13.14 A Civil Servant shall report to the appropriate authority evidence of any criminal or unlawful activity that violates the

principles of this Code by others within the Service. Failure to do so shall result in disciplinary action against the officer who fails to act.

Official Oath of Secrecy

Rule 13.15 All employees in the Civil Service who have access to classified or restricted documents shall be required to subscribe to the Official Oath of Secrecy and sign a declaration to the effect that they shall abide by this Code and Rules.

Rule 13.16 A signed copy of the Official Oath of Secrecy shall be placed in the officer's personnel file.

CONFLICT OF INTEREST

Standards of Propriety in Awarding Contracts

Rule 13.17 No officer shall give a contract, or play any role whatsoever, whether formal or informal, in awarding a contract to a company, partnership or firm in which the officer, or any member of the officer's family, has a financial interest, or of which the officer is a Director.

Conflict of Interest disclosure

Rule 13.18 The only exception to Rule 13.17 shall be cases in which the officer has fully disclosed, under the provisions of Rule 15.5 (c), his/her financial interest in a company, partnership or firm competing for a Government contract and the Director-General has given permission for that officer to be involved in the process of awarding a contract as a normal part of his/her official duties.

Rule 13.19 Civil Servants who suspect that they may be reasonably perceived to be, or may reasonably foresee being in a conflict-of-interest situation, shall immediately initiate the disclosure process to protect both the officer and the Civil Service from unfair or improper allegations of conflict of interest.

Rule 13.20 A Civil Servant shall in no circumstance use his/her official position to benefit him/herself, relatives or friends or any person to whom the officer owes a favour or is obligated in any way; or put him/herself in a position that may reasonably arouse suspicion of dishonesty.

Rule 13.21 Civil Servants are required to declare their assets as required by the Anti-Corruption Commission Act of 2019.

Rule 13.22 Civil Servants shall not invest or become involved in business ventures that conflict with the officer's official duties.

Rule 13.23 Civil Servants shall not use information which is obtained in their official capacity to benefit themselves, relatives or friends.

Rule 13.24 Civil Servants shall inform the Administrative Heads/supervisors of MDAs if they are assigned to carry out a task where a conflict-of-interest situation could arise between their private investments and official duties. Such a disclosure shall be signed, recorded and placed in the officer's personal file.

Rule 13.25 Where the situation in Rule 13.24 arises, the Administrative Head/supervisor of the MDA shall assign the task to another officer.

Solicit or acceptance of Gifts

Rule 13.26 Civil Servants shall not solicit and accept gifts (except for unsolicited gifts or souvenirs) tangible or intangible, directly or indirectly from persons with whom the officer comes into contact in relation to performing official duties.

Rule 13.27 In an instance where an officer receives gifts or souvenirs during and after the performance of an official duty, he/she shall be required to make a disclosure of such gift/souvenir as stated in the relevant laws, such as the Anti-Corruption Commission Act of 2019.

Rule 13.28 Civil Servants shall not engage in activities (including business, employment or voluntary services) outside their official roles, if doing so would influence, affect or conflict with their duties as Civil Servants.

Rule 13.29 A Civil Servant who fails to disclose and/or address a conflict-of-interest situation accordingly, shall face appropriate disciplinary action to be determined by the Director-General.

Rule 13.30 Civil Servants shall not give preferential treatment in a manner that shall significantly compromise their decision-making or judgment.

Rule 13.31 Civil Servants in their official capacity shall not hire, supervise, or enter into contracts with their relatives or friends without adhering to laid down laws regarding such contracts or business transactions.

WHISTLEBLOWING

Disclosure of impropriety

Rule 13.32 An officer or member of the public shall make a disclosure of information where he/she has reasonable cause to believe that the information tends to show that:

a. an act of impropriety has been committed or about to be committed or is likely to be committed;
b. another person has not complied with a law or is in the process of breaking a law or is likely to break a law which imposes an obligation on that person;

c. a miscarriage of justice has occurred or occurring or is likely to occur;
d. in an MDA, there has been or likely to be waste, misappropriation or mismanagement of public resources;
e. the health and safety of an officer or an MDA has been endangered or is likely to be endangered.

Rule 13.33 An officer who has discovered an impropriety in an MDA, shall make disclosure of such an impropriety to any one or more of the following:

a. The Director-General;
b. The Permanent Secretary;
c. The Professional Head;
d. The Director of Unit;
e. The Provincial Secretary;
f. District Officer;
g. And any other relevant authority.

Rule 13.34 An officer or a member of the public who discloses an impropriety shall be protected if:

a. the disclosure is in the interest of the MDA or public;
b. the officer or member of the public has reasonable cause to believe that the information disclosed is substantially true.

Rule 13.35 A disclosure of impropriety may be made by:

a. an officer in respect of a supervisor;
b. a supervisor in respect of an officer;
c. an officer in respect of another officer;
d. a member of the public in respect of an officer;
e. an officer in respect of a member of the public.

Procedure for disclosure of impropriety

Rule 13.36 Officers or members of the public making disclosures of impropriety can do so anonymously. When an officer or member of the public decides to make a disclosure of impropriety openly, the officer or member of the public shall be required to provide his/her name, address, contact telephone number, designation and MDA (where applicable) to enable the concern to be easily investigated and for the individual to be protected.

Rule 13.37 An officer or member of the public who discloses an impropriety and decides to keep his/her identity confidential, must say so at the outset. The officer or member of the public must realize however that there may be limits to this confidentiality where the concern cannot be resolved without his/her identity being revealed.

Rule 13.38 A disclosure for an impropriety shall be made orally or in writing.

Contents of a disclosure of impropriety

Rule 13.39 The disclosure of an impropriety in an MDA shall contain as far as practicable the following:

a. the nature of the impropriety in respect of which the disclosure is made;
b. the name and designation of the officer alleged to have committed, who is committing or is about to commit the impropriety;
c. the time and place where the alleged impropriety is taking place, took place or is likely to take place;
d. the full name, address and description of the officer or member of the public who witnessed the commission of the impropriety if there is such an officer or member of the public;
e. whether the officer or member of the public has made a disclosure of the same or of some other impropriety on a previous occasion and if so, about whom and to whom the disclosure was made.

Rule 13.40 Where an officer or member of the public makes a disclosure orally, the officer to whom the disclosure is made shall cause the disclosure to be reduced into writing containing the same particulars as disclosed.

Rule 13.41 Where the officer or member of the public is illiterate, the writing required to be made under Rule 13.40 shall be read over, interpreted and explained to the officer or member of the public in a language he/she understands and the officer or member of the public shall approve of it before acting on it.

Rule 13.42 When a disclosure of impropriety is made to a person specified in Rule 13.33**,** the person shall ensure that:

a. He/she records the time and place where the disclosure is made,
b. The officer or member of the public gets an acknowledgment in writing of receipt of the disclosure, and
c. He/she keeps the document in which the disclosure is made confidential and in safe custody pending investigation of the impropriety.

Rule 13.43 Where an officer to whom the disclosure is made fails to keep the disclosure confidential, the officer commits an act of misconduct and is liable to disciplinary action to be determined by the Director-General.

Submission of copy of written disclosure to the Director-General

Rule 13.44 Where a disclosure is made to an officer specified in Rule 13.33 other than the Director-General, the officer shall submit a copy of the written disclosure to the Director-General within seven working days after receipt of the disclosure.

Investigating a disclosure

Rule 13.45 Where a disclosure is made to an officer specified in Rule 13.33, the officer shall investigate the matter except where he/she to whom the disclosure is made does not have the capability to undertake the investigation, the officer shall refer the disclosure as recorded to the Administrative Head/Supervisor for investigation.

Rule 13.46 An officer who undertakes an investigation in respect of an impropriety and in the cause of that investigation conceals or suppresses evidence, commits an act of misconduct and is liable to disciplinary action to be determined by the Director-General.

Whistle-blower protection against litigation and victimisation

Rule 13.47 No officer or member of the public shall be litigated against or penalised in relation to any employment, profession, voluntary work, contract, or the holding of any office in relation to the Civil Service by the Head of Institution, a colleague, or another person, as a result of having made or proposing to make a disclosure, if the said disclosure is done in the public interest and in good faith.

Rule 13.48 When an officer or member of the public makes a disclosure without disclosing his/her identity, that disclosure shall be investigated and if the officer is found culpable, disciplinary action shall be taken against the officer.

Undisclosed identity

Rule 13.49 A whistle-blower who is an officer and acts in bad faith or raises malicious, vexatious, or knowingly untrue concerns, in order to harm a colleague or MDA, shall be charged with an act of misconduct and face appropriate disciplinary action.

Disclosure made in bad faith

Rule 13.50 An officer against whom false allegations have been made in bad faith by an officer or member of the public shall seek legal advice from the Attorney-General through the Director-General.

Chapter 14
Gender Mainstreaming

Preamble

Preamble 14.1 All Civil Servants are entitled to a gender sensitive working environment that promotes equality, equity, and dignity for all. The Civil Service shall have zero tolerance for any kind of discrimination, harassment and/or bullying committed against any person based on gender.

Preamble 14.2 The leadership of the Civil Service shall direct its efforts towards ensuring an inclusive Civil Service committed to providing equal opportunities to men and women throughout all human resource functions including recruitment, promotion, transfers, training and development of Civil Servants, as well as to proactively addressing and eliminating discrimination.

Preamble 14.3 Gender Discrimination, Gender Based Violence and Sexual Harassment are not tolerated in the Civil Service and shall be treated as acts of misconduct and dealt with in line with the disciplinary procedures set out in Chapter 15 of this Code and Rules.

Preamble 14.4 The Director-General, in consultation with the Administrative Heads of MDAs, shall ensure the prompt investigation of reports of victimization or retaliation reported following confirmation or substantiation of the lodging of a grievance based on Gender Discrimination, Gender Based Violence and Sexual Harassment.

Preamble 14.5 The Director-General shall take appropriate measures to redress the grievances of victims who are denied employment or promotion, or who face demotion as a consequence of Gender Discrimination and Sexual Harassment, and compensate such persons as prescribed under the law.

Preamble 14.6 A Gender Mainstreaming Committee shall be set up under the Chairmanship of the Director-General to monitor and ensure the progress of gender mainstreaming across the Civil Service.

Rules

Availability of gender disaggregated data

Rule 14.1 All MDAs shall keep accurate and comprehensive databases of their staff disaggregated by gender. The Director-General and the Administrative Head of each MDA shall take leadership in ensuring that all actions regarding the compilation and availability of gender disaggregated data are prioritized.

Gender Sensitive Recruitment, Promotion, Redeployment and Transfers

Rule 14.2 Every MDA shall ensure that advertisement of posts appeals to and attracts both male and female candidates equally. Job advertisements shall be disseminated widely and include a diversity disclosure encouraging female candidates to submit applications.

Gender representation on interview panels

Rule 14.3 All interview selection panels across the Civil Service shall have the 30% minimum quota for women and be free from bias.

Rule 14.4 The Director-General, in collaboration with the Postings Committees across the Civil Service and Gender Focal Persons in MDAs, shall be responsible for reviewing recruitment, selection, promotion, transfer and reassignment procedures to ensure they reflect the 30% minimum quota for women and are free from bias especially towards women, including postings at Provincial Administration.

Gender Assessment Forms for female Civil Servants

Rule 14.5 The Human Resource Management Office (HRMO) shall provide a Gender Assessment Form to be completed by each female Civil Servant biennially, so that issues which are adversely affecting female Civil Servants in the performance of their official duties will be identified.

Maternity Considerations

Rule 14.6 MDAs shall adopt appropriate measures to ensure that the work place of pregnant women is not prejudicial to their health.

Job security during pregnancy or maternity

Rule 14.7 A female Civil Servant shall not be relieved from work or have her contract terminated during her pregnancy or maternity leave, except on grounds unrelated to pregnancy or childbirth and its consequences or nursing.

Maternity and Paternity Leave for officers on probation

Rule 14.8 An officer shall not be denied maternity or paternity leave while on probation.

Incidences of Gender Based Violence or Sexual Harassment

Rule 14.9 The following shall be considered as incidences of Gender Based Violence or Sexual Harassment, and will be deemed as acts of misconduct:

Physical Conduct

i. Physical Conduct

a. Physical violence
b. Physical contact e.g., inappropriate unwelcome intentional touching, pinching, caressing, hugging or kissing etc.

Verbal Conduct

ii. Verbal Conduct

a. Inappropriate comments on a person's appearance, age, private life etc.

b. Unwelcome sexual comments, stories or jokes
c. Sexual advances
d. Repeated social invitations, unwelcome requests and personal invitations to go out
e. Insults based on the sex of the officer
f. Condescending or paternalistic remarks
g. Making or threatening reprisals after a negative response to sexual advances
h. Sexually suggestive or sexually derogatory comments, questions or anecdotes
i. Degrading comments about a person's clothing, body, or sexual activity

Non-Verbal Conduct

iii. Non-Verbal Conduct

a. Display of sexually explicit or suggestive material, screen savers or posters; as well as sexually explicit emails, notes or SMS and WhatsApp messages.
b. Sexually suggestive gestures
c. Indecent exposure
d. Lascivious looks, repeated winks and gestures
e. Unwelcome display of pornographic materials, sexually explicit pictures and objects
f. Attempted or actual acts to influence the process of recruitment, promotion, training, discipline, dismissal, salary increment or other benefits of a member or job applicant for sexual favours
g. Use of job-related threats or rewards to solicit sexual favours
h. Graphic images, cartons or altered pictures about a person's clothing, body, or sexual activity

Investigating allegations of Gender Discrimination, Gender Based Violence or Sexual Harassment

Rule 14.10 The Director-General, in consultation with the Administrative Heads of MDAs, shall be responsible for:

a. Ensuring prompt response to allegations of gender-based violence or sexual harassment by taking immediate measures to investigate and address the matter.
b. Taking immediate corrective action against observed cases of gender discrimination or sexual harassment even where the victim has not lodged a complaint.
c. Ensuring that committees handling grievances related to gender discrimination, violence and intimidation should as much as possible consist of at least 30% female representation.

Grievance Procedures

Rule 14.11 Internal grievance procedures shall provide both formal and informal structures for expeditious resolution of allegations of Gender Based Violence, Gender Discrimination or Sexual Harassment.

Informal Grievance Redress Procedure

Rule 14.12 Informal grievance procedures include conciliation, mediation or counselling in order to resolve complaints and shall be used only where allegations are reasonably of a less serious nature, and the alleged perpetrator is willing to stop the act.

Rule 14.13 Informal grievance procedures should only be pursued with the victim's consent and only involve officers approved by both the victim and the perpetrator.

Rule 14.14 The Human Resource Officers and designated Gender Focal Persons at MDAs shall be responsible for implementing informal grievance procedures. At the district level the District Officers shall collaborate with the Gender Focal Persons for implementing informal grievance procedures.

Rule 14.15 Where an officer agrees to a formal procedure but during the procedure agrees to informal grievance redress, the formal procedure shall be suspended pending the outcome of the informal procedure, providing there is just cause for the officer to agree.

Rule 14.16 Using the informal procedure should not in any way be misunderstood to mean waiving the right of the complainant to go through the formal procedure.

Rule14.17 The informal procedure should not result in the imposition of an agreement but should help parties reach a mutually acceptable agreement.

Formal Grievance Redress Procedure

Rule 14.18 The formal grievance redress procedure is as contained in Chapter 15 (Discipline) of this Code and Rules.

Penalty for failure to report acts of Gender Based Violence, Gender Discrimination or Sexual Harassment

Rule 14.19 Failure to report acts of Gender Based Violence, Gender Discrimination or Sexual Harassment may result in disciplinary action.

Reporting channels

Rule 14.20 An officer who reasonably believes gender discrimination or sexual harassment has occurred to her/him or a colleague, is obliged to report the matter to the following officers in this order as may be deemed appropriate:

a. Immediate supervisor

b. Gender Focal Point
c. Human Resource Officer (Provincial Secretary, Senior District Officer and District Officer in the case of Provincial Administration)
d. Administrative Head of the MDA or the Head of Department
e. Director-General

Rule 14.21 Officers are obliged to cooperate fully with any investigation into alleged incidences of Gender Based Violence, Gender Discrimination or Sexual Harassment.

Confidentiality of information related to complaints and investigations

Rule 14.22 Information related to complaints and investigations shall be to the fullest extent possible confidential, and officers cooperating in investigations shall maintain confidentiality and protect the reputation of all involved.

Penalty for misleading or false accusations

Rule 14.23 Officers who make casual, misleading or false accusations of Gender Based Violence, Gender Discrimination or Sexual Harassment shall be subjected to disciplinary action.

Gender Mainstreaming Committee

Rule 14.24 A Gender Mainstreaming Committee shall be set up under the Chairmanship of the Director-General.

Responsibilities of Gender Mainstreaming Committee

Rule 14.25 The Gender Mainstreaming Committee shall be responsible for the following:

a. To monitor the progress of gender mainstreaming across the Civil Service.

b. To ensure that all the gender related provisions contained in this Code and Rules with regards to disaggregated data, recruitment, promotion, redeployment, transfers, maternity and paternity considerations, discrimination, harassment, and grievance procedures, are fully observed and adhered to.

c. Any other gender related issues relating to the Civil Service that the Director-General shall deem appropriate to address.

Composition of Gender Mainstreaming Committee

Rule 14.26 The Gender Mainstreaming Committee shall comprise representatives from the following institutions and/or departments:

a. Public Service Commission

b. Directorate of Gender, Ministry of Gender and Children's Affairs

c. Civil Service Training College

d. Ministry of Labour and Social Security

e. Ministry of Finance

f. Ministry of Local Government and Community Affairs

g. Ministry of Foreign Affairs and International Cooperation

h. Directorate of Corporate Strategy and Administration, HRMO

i. Directorate of Performance Management, HRMO

j. Any other officer or body that the Director-General might co-opt as and when appropriate

Chapter 15
Discipline and Internal Grievance Redress Procedures

Preamble

Preamble 15.1 Civil Servants shall at all times act in accordance with the laws of Sierra Leone, the provisions of the Civil Service Code and Rules, and circulars issued by the Director-General. In carrying out their assigned duties, Civil Servants shall act with integrity, honesty, impartiality and objectivity.

Preamble 15.2 Failure to act in accordance with the requirements set out in Preamble 15.1 shall be considered to be official misconduct, and shall result in disciplinary action.

Preamble 15.3 Misconduct within the context of Preamble 15.2 means a specific act of wrongdoing or an improper behaviour which is inimical to the image of the Service and which can be investigated and proved.

Preamble 15.4 Appropriate disciplinary actions or penalties shall be levied for any proven act of misconduct according to the provisions of this Code and the Regulations of the Commission**.**

Preamble 15.5 Minor misconduct occurs when an employee performs actions in the workplace that are unacceptable but not criminal in nature.

Preamble 15.6 Major/gross misconduct is generally seen as a misconduct serious enough to possibly be criminal in nature and may overturn the contract between the employer and the employee, thus justifying summary dismissal.

Preamble 15. 7 The acts of minor and major misconduct and the range of possible penalties associated with them, are contained in Rule 15.50 and Rule 15.51, respectively.

Preamble 15.8 For the purposes of resolving grievances and ensuring sanity in the workplace, each MDA shall establish internal grievance redress mechanisms comprising formal and informal procedures.

Rules

Disciplinary Action/Offences not covered by this Code.

Rule 15.1 Any case requiring disciplinary action against a Civil Servant that is not covered by the Civil Service Code and Rules shall be reported by the Director-General to the Commission or any delegated authority.

Responsibilities of Supervisors

Rule 15.2 Supervisors must ensure that officers entering the Civil Service must familiarise themselves with this Code and Rules.

Responsibilities of Officers

Rule 15.3 It is the duty of newly appointed Civil Servants to familiarize themselves with their duties and obligations and the penalties officers may incur if they do not comply with the Civil Service Code and Rules.

Rule 15.4 Failure by a supervisor to act as required in Rule 15.2 does not diminish or eliminate the responsibility of officers to note and act in accordance with the Civil Service Code and Rules, and cannot be used as a defence against charges of misconduct.

Rule 15.5 Civil Servants are required to report the following to the Administrative Head or supervisor of their MDAs:

a) insolvency or bankruptcy;

b) arrests or convictions for criminal conduct, excluding traffic violations;

c) any business interests or shareholdings (including directorships) which they hold.

Misconduct

Rule 15.6 When misconduct is alleged, an investigation shall be conducted to prove or disprove the allegations as set out in the Commission's Regulations.

Rule 15.7 When misconduct is proved, disciplinary measures as set out in the Regulations of the Commission and in this Code and Rules shall apply.

Procedure to prove misconduct

Rule 15.8 When an officer is suspected of misconduct by a superior officer or a case of misconduct by an officer is brought to the attention of his/her supervising officer, it shall be the duty of that supervising officer to query the officer in writing, giving details of the alleged misconduct and requesting him/her to submit within a specified time frame, a written reply to exculpate him/herself from disciplinary action. After due consideration of the officer's reply to the query, the supervising officer shall decide whether:

(a) the officer has exculpated him/herself in which case, the officer shall be informed in writing and no further action shall be instituted; or

(b) the officer has not exculpated him/herself, but it is considered that he/she should not be punished; in which case the officer will be warned/reprimanded (verbally or in writing); or

(c) the officer has not exculpated him/herself and deserves punishment, in which case the matter will be referred to the Administrative Head of the MDA or the Director-General as may be appropriate if the latter is not the officer's supervising officer.

Preliminary Investigation of Suspected Misconduct

Rule 15.9 The Administrative Head of the MDA or the Director-General upon receipt of the report shall conduct or cause to be conducted a preliminary investigation as may be appropriate in order to establish the officer's culpability or the extent of his/her complicity in the alleged act of misconduct, and the officer shall be required to answer all questions and disclose all information required from him/her.

Rule 15.10 If the nature of the alleged misconduct by an officer is deemed to be a criminal offence, and it is considered appropriate in the public interest, that the officer should forthwith be prohibited from carrying out his/her duties, pending a disciplinary enquiry into the alleged misconduct, the Administrative Head of the MDA may make recommendations to the Director-General that the officer concerned be suspended from duty.

Rule 15.11 When it appears to the Administrative Head of the MDA or an officer holding a disciplinary enquiry on an officer that a criminal offence may have been committed, the Administrative Head of the MDA or the officer conducting the enquiry shall inform the Director-General who shall refer the case to the Inspector General of Police or the Commissioner, Anti-Corruption Commission.

Rule 15.12 Once criminal proceedings have been instituted against an officer in any court, no disciplinary action shall be taken against him/her until the conclusion of the criminal proceedings and the determination of any appeal thereto.

Interdicted Officers

Rule 15.13 An officer who is the subject of a criminal investigation may be suspended while an officer that is indicted in a court of law for a criminal offence shall be interdicted pending the conclusion of his/her trial. The interdiction shall be imposed by the Director-General, and shall take effect from the date the officer is charged to court.

Rule 15.14 An officer under interdiction shall receive half of his/her monthly salary. If at the end of the trial the officer is not convicted, his/her interdiction shall be lifted forthwith and half of his/her salary that was withheld while on interdiction shall be released.

Rule 15.15 Where an interdiction order has been imposed upon an officer, the order shall specify the nature of the allegation and the reasons for the interdiction.

Rule 15.16 An officer who is under an interdiction order must remain at his/her habitual address or must inform the Director-General within two days of any change of address.

Rule 15.17 An officer who is under an interdiction order may not leave Sierra Leone without the prior permission of the Director-General.

Rule 15.18 Registrars in the Provinces, Magistrates in the Western Area and the Master and Registrar of the High Court shall notify the Administrative Head of the relevant MDA and the Director-General, if any Civil Servant is charged to court and/or convicted/acquitted of any criminal offence other than a traffic offence. The records of the court proceedings shall be submitted to the Director-General.

Institution of Administrative Action other than Criminal Proceedings

Rule 15.19 When a criminal matter under investigation does not meet prosecutorial threshold and is referred to the MDA or Director-General for institution of administrative action, the procedure in Rule 15.20 - 15.30 shall apply.

Charges of Misconduct

Rule 15.20 If an investigation demonstrates that a charge of misconduct against an officer is justified, the Administrative Head of the MDA or the Director-General, shall define clearly the misconduct charge against the officer and shall:

a) inform the officer, in writing, of the nature of the allegations against him/her;

b) where possible, attach copies of any documentary evidence or other relevant documents and/or afford the officer charged with misconduct an opportunity to have access to any documentary evidence or other relevant documents;

c) call upon the officer to submit a written reply to the misconduct charge within fourteen (14) calendar days of receipt of the communication from the Director-General set out in (a).

Rule 15.21 An investigation undertaken within the provisions of Rule 15.20 shall be completed within 21 days, unless a further period of extension is authorised by the Director-General. If the officer being investigated fails to answer questions or disclose information in a timely manner, the Director-General may authorise that the investigation be completed and conclusions drawn.

Rule 15.22 If the Administrative Head of the MDA is certified that a prima facie case has been established against an officer, he/she shall make appropriate recommendations to the Director-General for onward transmission to the Secretary to the Commission, for the consideration of the Commission.

Rule 15.23 The Commission, upon receipt of the recommendation from the Director-General, if it deems it appropriate to further explore the matter, may cause a Disciplinary Panel to be constituted to conduct further investigations into the matter to determine whether application of disciplinary sanctions is warranted.

Inquiry into act of misconduct by the Commission

Rule 15.24 An inquiry to prove an act of misconduct by an officer shall be conducted in an informal manner and the rules of procedure and evidence applicable in criminal or civil proceedings need not be observed in such an inquiry. The chairperson of the Disciplinary Panel shall keep a written record of the evidence given at the inquiry and may in addition arrange for the proceedings to be otherwise recorded. The chairperson may administer or cause to be administered an oath to any person who gives evidence at the inquiry.

Rule 15.25 The officer under investigation shall be required to appear in person at the inquiry. Notwithstanding the above, the inquiry may be held in the absence of the officer against whom allegations of misconduct have been made if the officer fails to attend at the inquiry after due and reasonable notice.

Rule 15.26 It is the duty of any officer under investigation for misconduct to cooperate fully and promptly with any competent officer or panel conducting an investigation into the alleged act of misconduct. The officer must answer all questions fully and honestly and disclose all information required from him/her in a timely manner.

Rule 15.27 At the conclusion of the inquiry, the panel shall:

(a) state its findings on the issue referred for determination by the Commission;

(b) submit to the Commission:

(i) a record of the proceedings of the inquiry;

(ii) notification of its findings;

(iii) recommendations arising from its findings.

Rule 15.28 The Commission shall examine the results of the inquiry, and shall decide on the disciplinary action, if any, that shall be applied to the officer. The Commission shall notify the Director-General of its decision.

Penalties for Proven misconduct

Rule 15.29 The following penalties may be ordered by the Commission as a result of disciplinary proceedings, which result in proven misconduct:

a. dismissal from the Service;

b. termination of appointment;

c. suspension without pay;

d. reduction in rank or seniority;

e. deferment of increment;

f. stoppage of increment;

g. reprimand.

Rule 15.30 The Director-General shall notify the officer concerned and the Administrative Head of the relevant MDA of the decision of the Commission, and shall oversee the implementation of the decision.

Rule 15.31 A Civil Servant adjudged by a Court of Law to be guilty of any criminal offence other than a traffic violation or is guilty of gross misconduct, may be dismissed from the Service, subject to the determination of the appeals process if any, and shall forfeit all rights and privileges including benefits.

Appeal against Dismissal

Rule 15.32 If the officer wholly succeeds in an appeal and the criminal conviction and sentence are quashed, the whole of the salary, allowances and benefits withheld shall be restored to the officer and, if the officer has been dismissed, the officer shall be reinstated in the Service, with no loss of accrual of annual leave or service towards an increment.

Civil Servant acquitted by a Court of Law on indictment for a criminal offence

Rule 15.33 A Civil Servant acquitted in any court of law for a criminal charge shall not be dismissed or otherwise punished on the basis of the charges for which the officer has been acquitted. Nothing in this rule shall, however, prevent an officer from being dismissed or otherwise sanctioned under these disciplinary procedures for conduct or actions related to the criminal charges when such conducts or actions constitute misconduct under this Code and Rules.

Unauthorized Absence

Rule 15.34 When an officer is absent from duty without prior authorization or reasonable cause for a period of 10 working days and the officer cannot be reached, the Administrative Head of the MDA or Supervisor shall report the unauthorized absence and advise that the officer's salary be stopped forthwith whilst disciplinary action will be pursued in accordance with Rule 15.35.

Rule 15.35 When an officer is absent from duty without prior authorization or reasonable cause and the officer cannot be found or, if found, does not reply in writing to a charge of being absent without authority, the Administrative Head of the MDA shall within ten (10) working days report the facts to the Director-General, who shall inform the Secretary to the Commission. When after thirty (30) calendar days all attempts to find the officer or, if found, to get a reply from the officer to charges of unauthorized absence from duty have failed, the officer shall be dismissed from the Service with effect from the first day of the period of unauthorized absence.

Rule 15.36 If an officer dismissed from the Service under the provisions of Rule 15.35 makes contact with the officer's MDA, or replies to charges of unauthorized absence from duty, within 4 months of the date of dismissal, the Commission may review the officer's case. The Commission may confirm the dismissal, impose any other penalty it deems fit, or re-instate the officer without penalty.

Rule 15.37 It shall be incumbent upon every Administrative Head of an MDA or Supervising Officer to report unauthorised absences to the Director-General within ten (10) working days of such absence, failing which he/she shall be sanctioned. Where the supervisor reports unauthorised absence to the Administrative Head of the MDA, the Director-General shall also be copied.

Termination on grounds of inefficiency

Rule 15.38 If an Administrative Head of an MDA considers that an officer should be terminated or removed for general inefficiency, he/she shall make a recommendation to the Director-General. The Administrative Head shall also send a copy of the case against the officer, a copy of the officer's reply thereto, the officer's performance evaluations, and a brief resume of the case with the reasons for the recommendation to the Director-General, who shall submit same for consideration by the Commission.

Rule 15.39 In determining cases such as in Rule 15.38, the Performance Appraisal Record in the officer's file shall be a major element in the decision of the Director-General or the Commission.

Discipline Of Contract Officers

Rule 15.40 In so far as disciplinary actions and penalties are concerned, this Code and Rules shall be applicable to contract officers.

Appeal against Disciplinary Decision

Rule 15.41 Any appeal by an officer against a disciplinary decision shall be in the form of a petition to the Head of the Civil Service. An appeal shall be submitted within 21 calendar days from the day the decision was received by the officer making the appeal.

Rule 15.42 Submission of an appeal shall not have the effect of suspending application of the decision against which the appeal is made

INTERNAL GRIEVANCE REDRESS PROCEDURES

Rule 15.43 Internal grievance redress procedures in each MDA, shall provide both formal and informal structures for the expeditious resolution of grievances an officer may experience in the discharge of his/her duties.

Informal Grievance Procedure

Rule 15.44 Informal grievance procedures shall include mediation, conciliation or counselling in order to resolve grievances/complaints and shall be used only where the grievance is of lesser gravity, the consent of the aggrieved officer sought, and the alleged perpetrator is willing to make amends.

Rule 15.45 The use of the informal procedure should not in any way be misconstrued to mean renouncing the right of the aggrieved officer to seek redress through the formal procedure.

Rule 15.46 The Human Resource Officers or designated officers at MDAs shall be responsible for implementing informal grievance procedures.

Formal Grievance Procedure

Rule 15.47 Where the nature of the grievance is considered to be of a greater gravity, an officer may resort to seeking formal redress procedures by reporting in writing to his/her supervisor, or where the supervisor is the cause of the grievance, to the Administrative Head of the MDA. Where the Administrative Head of the MDA is the reason for the grievance, Rule 15.49 below shall apply.

Rule 15.48 Where an officer agrees to a formal procedure but during the procedure agrees to informal grievance redress, the formal procedure shall be suspended pending the outcome of the informal procedure, providing there is just cause for the officer to agree.

Rule 15.49 An officer who, having utilized the internal grievance procedures in an MDA but still feels dissatisfied, shall seek redress to the Director-General, the Secretary to Cabinet and Head of the Civil Service, and the Chairman, respectively. Beyond these bodies, an aggrieved officer may seek redress through the Office of the Ombudsman or the Commissioner of Labour.

MINOR AND MAJOR ACTS OF MISCONDUCT AND THEIR PENALTIES

Acts of Minor Misconduct

Rule 15.50 The Acts of Minor Misconduct and their associated penalties are as listed below:

Act of Minor Misconduct	Penalty
1. Lateness at work	i. Counselling ii. Verbal warning iii. Query
2. Unauthorized absence from duty for less than 10 working days, or any abuse of sick leave	i. Query ii. Warning letter iii. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General
3. Refusal or failure to perform properly assigned tasks and duties	i. Verbal warning ii. Query iii. Warning letter iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General

4. Deliberate delay in treating official documents	i. Query ii. Warning letter iii. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General
5. Sleeping on duty	i. Verbal warning ii. Query iii. Warning letter
6. Improper dressing while on duty	i. Verbal warning ii. Query iii. Warning letter
7. Malingering	i. Verbal warning ii. Query iii. Warning letter
8. Hawking merchandise within office premises	i. Verbal warning ii. Query iii. Warning letter
9. Failure to report improper conduct on the part of any officer of the Civil Service	i. Query ii. Warning letter iii. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General

Acts of Major Misconduct

Rule 15.51 The Acts of Major Misconduct and their associated penalties are as listed below:

Act of Major Misconduct	Penalty
1. Scandalous conduct such as: a. immoral behaviour; b. unruly behaviour; c. drunkenness; d. use of foul language; e. assault; f. battery.	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Dismissal
2. Refusal to proceed on transfer or to accept posting	i. Query ii. Suspension without salary iii. Any other appropriate action taken by the Administrative

	Head of the MDA or the Director-General iv. Dismissal
3. Habitual lateness at work	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Dismissal
4. Refusal to take/carry out lawful instructions from superior officers, unauthorised removal of public records, including circulars, instructions or standing orders issued by competent authorities	i. Query ii. One month's suspension without salary and other benefits iii. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General iv. Dismissal
5. Hindering or obstructing any member of the Civil Service in the discharge of his/her duties	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
6. Unbecoming or improper behaviour, including the use of any prohibited drugs in public or private places, or the consumption of intoxicating liquor, beer or wine to excess at any time or in any place in a manner or circumstance likely to bring the Civil Service or any part thereof into disrespect or disrepute	i. Query ii. Warning letter iii. Suspension for thirty calendar days without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
7. Insubordination	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits

	iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
8. Discourteous behaviour to the public	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
9. Dishonesty	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
10. Knowingly making a false report, accusation or statement against any officer of the Civil Service	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
11. Making any false claim or return including any claim for travel or subsistence	i. Query ii. Warning letter iii. Request for a full refund of the amount claimed iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General
12. Proven nepotism or any other form of favouritism in making recommendations for any appointment or promotion to any post or office within the Civil Service	i. Query ii. Warning letter iii. One month's suspension with half salary iv. Any other appropriate action taken by the Administrative

	Head of the MDA or the Director-General
13. Making or offering or accepting or receiving a bribe, solicited gifts or any other favour in connection with the discharge of official duties	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
14. Theft or failure to take reasonable care, or improper or unauthorized use of State property, or failure to take adequate steps to ensure that reasonable care is taken of any such property; or failure to report at the earliest opportunity any loss thereof or damage thereto; or making improper or unauthorized use of public funds	i. Query ii. Warning letter iii. One month's suspension with half salary and without other benefits iv. Pay for the lost property either partially or in full v. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General vi. Dismissal
15. Falsification of any official document or recording or causing to be recorded therein any false or incorrect information	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Reduction in rank v. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General vi. Dismissal
16. Giving false or incorrect evidence or information or failure to disclose material evidence or information in relation to any inspection, examination, investigation or inquiry in terms of this Code and Rules or other general regulations	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Reduction in rank v. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General vi. Dismissal
17. Unauthorized or improper disclosure or use of classified or confidential	i. Query ii. Warning letter

information to the public or unauthorized persons	iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General v. Dismissal
18. Engagement in any occupation or undertaking which may conflict with the interests of the State, and involvement in any contract or transaction which is likely to present a conflict between the private interests of the officer and his/her official duties	i. Query ii. Warning letter iii. One month's suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General
19. Undertaking or engaging in any other employment or service on full time for remuneration, if doing so would influence, affect or conflict with their duties as Civil Servants	i. Query ii. Warning letter iii. Suspension without salary and other benefits until he/she fully disengages from the other full-time service or employment iv. Refund/pay to the Consolidated Revenue Fund all salaries collected during that period and produce receipt(s) v. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General vi. Dismissal
20. Holding office in a political party or addressing any political party meetings.	i. Suspension without salary and other benefits pending investigation ii. Dismissal
21. Physical violence	i. Suspension without salary and other benefits pending investigation ii. Reduction in rank iii. Dismissal
22. Physical contact e.g., inappropriate unwelcome intentional touching, pinching, caressing, hugging or kissing etc.	i. Query ii. Warning letter iii. Suspension without salary and other benefits pending investigation iv. Any other appropriate action taken by the Administrative

	Head of the MDA or the Director-General
23. Verbal Conduct a. Inappropriate comments on a person's appearance, age, private life etc. b. Unwelcome sexual comments, stories or jokes c. Sexual advances d. Repeated social invitations, unwelcome requests and personal invitations to go out e. Insults based on the sex of the member f. Condescending or paternalistic remarks g. Making or threatening reprisals after a negative response to sexual advances h. Sexually suggestive or sexually derogatory comments, questions or anecdotes i. Degrading comments about a person's clothing, body, or sexual activity	i. Query ii. Warning letter iii. Suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General
24. Non-Verbal Conduct a. Display of sexually explicit or suggestive material, screen savers or posters; as well as sexually explicit emails, notes or SMS messages and on social media. b. Sexually suggestive gestures c. Indecent exposure d. Lascivious looks, repeated winks and gestures e. Unwelcome display of pornographic materials, sexually explicit pictures and objects f. Attempted or actual acts to influence the process of recruitment, promotion, training, discipline, dismissal, salary increment or other benefits of a	i. Query ii. Warning letter iii. Suspension without salary and other benefits iv. Any other appropriate action taken by the Administrative Head of the MDA or the Director-General

member or job applicant for sexual favours g. Use of job-related threats or rewards to solicit sexual favours h. Graphic images, cartons or altered pictures about a person's clothing, body, or sexual activity	

Chapter 16
Separation from the Service

Preamble

Preamble 16.1 Separation from the Service is a means by which the employer/ employee relationship is brought to an end. It can take several forms including: death, retirement, resignation, termination, dismissal, and retrenchment.

Preamble 16.2 Civil Servants may retire, or be required to retire, or be dismissed from the Service, in accordance with the provisions of this Code and Rules.

Preamble 16.3 Civil Servants may resign from the Service upon giving the required notice, having regard to the circumstances.

Preamble 16.4 Government may terminate the employment of Civil Servants, in accordance with the provisions of this Code and Rules.

Preamble 16.5 The minimum number of years of service for Civil Servants to become eligible for full pension benefits shall be fifteen (15) years of continuous service, subject to the provisions of the National Social Security and Insurance Trust (NaSSIT) Act and other related regulations.

Rules

Retirement

Rule 16.1 Government Employees shall retire on attaining the statutory retirement age of sixty (60) years, with an option to request for voluntary retirement at fifty-five (55) years.

Rule 16.2 An officer shall be deemed to retire on the day he/she turns 60 years. If the day the officer turns 60 years falls on a weekend or public holiday, the effective date of his/her retirement shall be the next working day following the day the officer attains the age of 60 years.

Rule 16.3 An officer who is entitled to terminal leave shall utilize such leave before he/she turns 60 years.

Rule 16.4 An End of Service Certificate shall be awarded to officers on request.

Extension of contract

Rule 16.5 On the recommendation of the Head of the Civil Service, the President may extend the services of an officer, on contract, beyond the mandatory retirement age of 60 when the Administrative Head of the MDA makes a recommendation that retention of the services of an officer is essential for reasons of efficiency, economy or other valid reasons. Each case shall be considered on its merit. Extensions on contract shall be granted for one year at a time and shall normally not exceed two years.

Retirement for Reasons of Public Policy

Rule 16.6 On becoming a Paramount Chief, Chiefdom Speaker, Member of Parliament or receiving a political appointment, an officer

must resign with immediate effect from the Service irrespective of the age of the officer.

Rule 16.7 However, an officer who resigns his/her post in the Service following the conditions spelt out in Rule 16.6, shall be re-appointed into the Service on contract, if he/she so desires to revert to the Service or there is a need for his/her services, subject to the approval of the Director-General.

Rule 16.8 Officers who are separated from the Service are entitled to end of service benefits and the amount of such benefit shall be one month's gross salary multiplied by the period served, and computed on the basis of the last paid salary.

Retirement Before Statutory Retirement Age

Rule 16.9 The Director-General may require an officer to retire for health reasons, for disciplinary reasons, and for unsatisfactory performance of assigned duties.

Rule 16.10 An officer may, by giving one month's notice in writing, request the Director-General to approve his/her retirement on or at any time after attaining the age of sixty years. A female officer may exercise her option to retire from the Service after marriage.

Retirement on Medical Grounds

Rule 16.10 The Director-General may require an officer to retire on grounds of the officer's continued ill health, mental or physical deficiency and infirmity, which render the officer incapable of efficiently performing his/her duties. A Medical Board constituted by the Chief Medical Officer shall certify such incapacity.

Rule 16.11 Notwithstanding the provisions of Rule 16.10, when an officer fails to subject him/herself to a Medical Board examination within three months of receiving formal notice of the requirement to do so, the officer shall be retired on medical grounds without such examination.

Rule 16.12 If a Medical Board recommends, after examining an officer, that the officer is unfit for further service, the Administrative Head of MDA shall immediately report to the Director-General any particulars about any leave for which the officer is eligible. The Director-General shall thereafter inform the officer of the recommendation of the Medical Board before any action is taken on termination of service.

Rule 16.13 If an officer is to be retired on medical grounds, the officer shall be granted a period of annual leave equivalent to his/her entitlement accrued up to the date of the Director-General's notification to the officer of the recommendation of the Medical Board.

Retirement on Grounds of Inefficiency

Rule 16.14 Subject to this Code and Rules, an officer may be required by the Director-General to retire if the officer:

a) becomes deficient or inefficient in the performance of his/her assigned duties;

b) is demoted and fails or refuses to perform the duties of the lower post;

c) is incapable of satisfactory performance of assigned duties for reasons other than physical or mental deficiency or infirmity;

d) by his/her removal, facilitate improvement in the efficiency or economy of the operations of the MDA in which he/she is serving.

Rule 16.15 When the Administrative Head of an MDA is of the opinion that an officer should be retired on grounds specified in Rule 16.14, he/she shall make a report to the Director-General indicating the circumstances of the case and submitting all relevant documentary evidence.

Rule 16.16 The Director-General shall consider reports submitted under the provisions of Rule 16.15, and shall:

a) direct that no further action shall be taken in a case; or
b) initiate an inquiry.

Rule 16.17 When the Director-General initiates an inquiry:

a) the officer concerned shall be informed of the contents of the report from the Administrative Head of the MDA and shall be invited to make representations in writing within such reasonable period as may be specified by the Director-General;

b) the officer concerned must appear in person before the commission or committee holding the inquiry. In the event of non-attendance, the commission or committee shall proceed to make a decision as to its recommendation to the Director-General.

Rule 16.18 After receiving a recommendation from a commission or committee and after giving full and careful consideration to written submissions by the officer, the Director-General shall take an appropriate decision and shall inform the officer and the Administrative Head of the relevant MDA in a timely manner.

Retirement on Abolition or Redefinition of Post

Rule 16.19 An officer may be required to retire if he/she occupies a post that has been abolished and, in the opinion of the Director-General, no other suitable post is available at the appropriate grade level or one grade level below the grade of the officer.

Rule 16.20 An officer may be required to retire if he/she occupies a post, the duties of which have been redefined, in an adjustment or reorganization of an MDA in a way that makes the officer unsuitable to occupy the redefined post and, in the opinion of the Director-General, no other suitable post is available at the appropriate grade level or one grade level below the grade of the officer.

Rule 16.21 An officer may be required to retire if the officer has been employed for a continuous period of not less than one (1) year in a post of a lower grade than his/her own grade due to abolition or redefinition of his/her previous post and the Director-General, after consultation with the Commission, is satisfied that it is not possible to transfer the officer to another post at the officer's present grade.

Retirement in the Public Interest

Rule 16.22 An officer may be required to retire when, in the opinion of the Director-General after consultation with the Head of the Civil Service and the Commission, such retirement would be in the public interest.

Rule 16.23 An officer shall not be required to retire from the Civil Service under the provisions of Rule 16.22 unless the officer has been:

a) notified of the proposal that he/she should be required to retire;

b) given an opportunity to make written representations in relation to that proposal to the Director-General.

Resignation

Rule 16.24 An officer must give written notice of his/her intention to resign one (1) month before the resignation date.

Rule 16.25 The Director-General shall, when a resignation is accepted, notify the officer in writing.

Rule 16.26 The Director-General may reject the resignation of an officer when such resignation is submitted by an officer who is the subject of an inquiry or investigation under the provisions of this Code and Rules.

Rule 16.27 An officer who resigns and is not a subject of an inquiry or investigation under the provisions of this Code and Rules and is not indebted to government or has government property/assets in his/her custody, shall be entitled to his/her end of service benefits.

Rule 16.28 Where an officer who tenders his/her resignation is a subject of an inquiry or investigation under the provisions of these Regulations and Rules, and is indebted to government or has government property/assets in his/her custody, the appropriate provisions in these Regulations and Rules regarding discipline shall apply.

Termination

Rule 16.29 Termination within the meaning of Preamble 16.4 is a separation from the Service initiated by Government, other than retirement, non-renewal of a contract or summary dismissal for serious misconduct.

Abandonment of post

Rule 16.30 Abandonment of post is a separation initiated by the officer other than by resignation and is not considered a termination initiated by Government. Abandonment of post includes refusal to change duty station after reassignment.

SIERRA LEONE

CIVIL SERVICE

ADMINISTRATIVE MANUAL

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2. Oath of Official Secrecy

Chapter 1
Human Resource Management

SIERRA LEONE GOVERNMENT

PUBLIC SERVICE COMMISSION

P.S.C. FORM 8

CONFIDENTIAL

1. APPLICATION FORM

NOTES FOR ALL CANDIDATES

Before completing this Form, please read the following notes carefully:

1. **Submit this form in your normal handwriting or on-line**.
2. You must complete ALL SECTIONS of Part I.
3. Do not apply for any post unless you possess ALL the qualifications given in the advertisement.
4. Knowingly giving false information is a serious offence and may lead to criminal prosecution.
5. If you are already employed by Government, hand this form after you have completed Part I in duplicate, to your Head of Department, who will complete Part II and forward one copy to the Secretary, Public Service Commission.
6. If you are not employed by Government, send this form direct to the Secretary, Public Service Commission.
7. Do not enclose the ORIGINALS of certificates or testimonials. Make true copies and enclose them. If, however, you are invited to an interview bring the originals of Certificates and Testimonials with you, but make sure that they are handed back to you before you leave.
8. If you do not receive acknowledgement of your application within two weeks, make enquiries through your Head of Department (if you are in Government Service) or direct from the Secretary, Public Service Commission (if you are not in Government Service).
9. The Commission will not countenance any application which does not relate to an advertised vacancy.
10. Please attach two recent passport size photographs to this application.

PART I

1. Advertised vacancy for which application is made……

Department or Ministry……

2. SURNAME…….OTHER NAMES……

(Block Capitals) *(Block Capitals)*

3. Address……

Email…….Telephone Nos……..

4. Date of birth…….. Place of birth..…….. …..

Age……..…Nationality……

5. Which Sierra Leonean Languages do you speak…….……

6. Marital Status: Single……Married……Divorced……

7 Present Employment……Salary/ Emolument……

8. Have you ever been convicted of a criminal offence? (Answer YES or NO) If the answer is 'YES' Give details:

9. Have you ever resigned, been dismissed, removed or terminated for whatever cause from Government Service? (Answer Yes or No). If the answer is 'Yes' give details:

10. (a) Details of ALL schools you have attended, primary and secondary, with dates you entered and left.

Name of School	Date entered	Date left	Form or Standard Completed

(b) Details of University or other place of higher Education attended:-

Name of Institution	Date entered	Date left	Qualifications obtained

10. Details of Examinations (Furnish all details whether successful or not)

Date	Examination	Subjects	Grade

11. State other qualifications possessed, whether they are those required for this vacancy or not

12. What have you done since you left school?

(Give details of each post you have held in order, starting from the first). Attach true copies of any available testimonials.

Name of Employer	Position held	Date of Starting	Date of Leaving	Reason for Leaving

13. What other Government posts have you applied for and when?

14. Personal References:-

Give the names and addresses of two responsible persons who know you well, either in private life or in business. One at least should be well acquainted with you in private life. The names of relatives must not be given nor those of distinguished persons unless they know you well.

Attempts to influence the Commission through distinguished persons could prejudice the applicant's chances of success as it will be regarded as an indication that the applicant does not consider his qualifications sufficiently good to justify his appointment on his own merit.

.

1. Name……..
   Address……
   Occupation……..
   Telephone No.:……..
   Email:…….
   Period during which he has known you
   ……..

2. Name……..
   Address……
   Occupation……..
   Telephone No.:……..
   Email:…….
   Period during which he has known you
   ……..

15. If you wish to give any more information about yourself, you should do so on a sheet of paper attached to this form.

DECLARATION:- I have read through and understood the notes on Page 1. The information given above is true to the best of my knowledge and belief.

Signature……Date…….

PART II

(To be completed by the applicant's Head of Department in the case of Government officers)

I consider
the candidate is qualified in terms of the advertisement
do not consider

I recommend
that he/she should be further considered for the vacancy.
do not recommend

My reasons are given below:-

File Ref……..……Signature……..…Date……

PART III

(To be completed by the Chairman of the Selection Board, or by the Head of Department in which the vacancy to be filled exists as may be appropriate.
The candidate is considered qualified in terms of the advertisement.
is not

He/she is recommended for consideration.
is not

My reasons are given below:-

File Ref…….Signature……..…Date……

Office……

PSC FORM I

RECOMMENDATION FOR FILLING A VACANT JUNIOR POST (Grades 1-5)

Part I: To be completed in Triplicate by Ministry/Department/Agency (MDA)

To: Director-General, Human Resource Management Office

1. I report the following vacancy/ies

Post……Head……Item……Grade:……

No. of Vacancies	With effect from (Date)	Reasons for Vacancy/ies

2. I recommend that the vacancy/ies be filled by:-
   a. advertisement. (I attach a draft advertisement);
   b. appointment of the persons named below:
      ((*tick as may be appropriate)*
      (if recommendation is that the vacancy/ies should be filled otherwise than by advertisement, reasons must be given in full).

Particulars of person(s) recommended in paragraph 2(b):

Name	Date of first appointment & post	Date of present appointment and post	Salary and salary Grade	Incremental Date	Date of Birth	Effective date of appointment

REASONS FOR RECOMMENDATION
(If the nature of the post is such that it is appropriate or desirable that the holder should have served a trade apprenticeship, state where the person recommended served such apprenticeship and between what dates)

3. I confirm that there is provision in the current budget to effect this appointment.

Signed:……..

Date:…… *Permanent Secretary*:……

Departmental File:…… *Office*:……

PSC FORM 2

RECOMMENDATION FOR FILLING A VACANT SENIOR POST (Grade 6 and above)

Part I: To be completed in Triplicate by Ministry/Department/ Agency (MDA)

To: Director-General, Human Resource Management Office

1. I report the following vacancy/ies

Post……Head……Item……Grade:……

No. of Vacancies	With effect from (Date)	Reasons for Vacancy/ies

3. I recommend that the vacancy/ies be filled by:-
   a. Advertisement. (I attach a draft advertisement);
   b. The permanent appointment of ……..
   c. The renewal of the contract of ……for…..months/years
   d. The contract appointment of ……for…..months/years
   (*tick as may be appropriate and give reasons in full for (b) (c) and (d*).

4. I confirm that there is provision in the current budget to effect this appointment.

Signed:……..

Date:…… *Permanent Secretary*:……

Departmental File:…… *Office*:……

PART II

To: THE SECRETARY, PUBLIC SERVICE COMMISSION,
I confirm that:

(a) The particulars in paragraph 1 are correct.

(b) There are no objections on financial or establishment grounds to the vacancy being filled with effect from……..

(c) The terms of the draft advertisement/statement of duties and qualifications are correct.

(*Any observations and recommendations should be attached*)

Signed:……
Director-General, HRMO

PSC FORM 3

RECOMMENDATION FOR PROMOTION
PART I

To: Director-General, Human Resource Management Office

1. I report the following vacancy/ies

Post……Head……Item……Grade……

No. of Vacancies	With effect from	Previous Holder	Reasons for Vacancy

2. I recommend that it /they be filled by promotion of

Name	Date of first appointment & post	Date of present appointment and post	Salary grade and present Salary	Age	With effect from

The reasons for my recommendation are given on the back of this Form.
(*If any recommendation involves suppression details must be given and the particulars hereinafter supplied).*

3. The Officer(s) recommended for promotion is/are in every way competent to perform all the duties of the post.

(The record of the officer recommended together with copies of his annual performance appraisal reports for the preceding three years should be forwarded with this form or detailed reasons supplied for not doing so).

4. The three Officers immediately junior to the Officer(s) recommended for promotion are:

Name	Date of First Appointment & post	Date of Present Appointment & post	Age

Signed:……..

Date:…… *Office:*……

Departmental File:……

PART II

To: THE SECRETARY, PUBLIC SERVICE COMMISSION,

I confirm that:

(a) The particulars in paragraphs 1 and 2 are correct.

(b) There are no objections on financial or establishment grounds to the vacancy being filled with effect from……..

(*Any observations should be attached*)

Signed:……

Date…… ……

Director-General, HRMO

H.R.M.O. File……

PSC FORM 4

RECOMMENDATION FOR GAZETTED ACTING APPPOINTMENT

(*Delete all inapplicable words paragraphs, Explanations and comments may be typed on the back of the Form)*

PART I

To: Director-General, Human Resource Management Office

1. I report the permanent/temporary vacation of the post of ……. Salary Grade…….with effect from the…… by reason of the ……..……..of the previous substantive/acting holder, Mr/Mrs……

2. I recommend that Mr/Mrs…… Post…….Grade……. salary, Le……...be appointed to act in the post from the…….

3. He/she is/is not the Senior Officer eligible to act, (If not, explain all supersessions, showing whether the officers concerned are on leave, acting elsewhere, not readily available or not qualified, on the back of this form).

4. He/she is/is not fully qualified and competent to perform all the duties of the post.

5. I certify that it is essential for the proper working of this Department that an acting appointment is made.

6. So far as can be foreseen, the officer concerned will be required to act in the higher post for …….months.

Signed:……..

Date:…… *Permanent Secretary:*…..……

Departmental File:……

PART II

To: THE SECRETARY, PUBLIC SERVICE COMMISSION,

I confirm that:

(a) The particulars in paragraphs 1,2,3, and 6 are correct.

(b) There are no objections to the recommendation in paragraph 2.

(*Any observations or recommendations should be attached*)

Signed:……

Date…… ……

Director-General, HRMO

H.R.M.O. File……

P.S.C. FORM 6

RECOMMENDATION FOR CONFIRMATION OF APPOINTMENT

PART I

To: Director-General, Human Resource Management Office

1. Mr/Mrs……..assumed duty as a ……. on probation on……..and his/her appointment becomes due for confirmation or otherwise on ……
2. He/she has passed the required pre-confirmation examinations …… ……..……..
3. He/she has not yet passed the pre-confirmation examinations.
4. During this probationary period, he/she has undertaken the following duties:
   …….
   …….
5. He/she has shown special aptitude in ……
   ……...
6. For the reasons given on the back of this form I recommend that his/her appointment be
   *(a) confirmed
   *(b) extended on probation for ……months……
   *(c) terminated

Signed:……..

Date:…… *Permanent Secretary:*……..……

Departmental File:……

**Delete whichever is not applicable.*

PART II

To: THE SECRETARY, PUBLIC SERVICE COMMISSION,

I confirm that the particulars in paragraphs 1 and 2 are correct.

(***Any observations or recommendations should be attached***)

Signed:……

Date…… ……

Director-General, HRMO

H.R.M.O. File……

6. Letter of Appointment

A Letter of Appointment shall consist of:

Position
Salary Grade
Conditions of Service

7. Acceptance of Appointment in the Civil Service

The Director-General
Human Resource Management Office (HRMO)

Dear Sir/Madam,

I……

hereby accept appointment as…….

on the conditions set in your letter No.……

of……..

2. I confirm my acceptance and willingness to adhere to the provisions of the Civil Service Code and Rules of the Civil Service of Sierra Leone.

3. I declare that my home town i.e., town to which I claim to return for leave purposes, etc. is …… in the …….

4. I declare that I have never been convicted of a criminal offence by any Court of Law.

6. I make these statements conscientiously believing them to be true and realize that if any of them is proved to be false I am liable to forfeit my appointment.

Signature:……

Date…….

(To be completed in duplicate: One copy returned to the Director-General, HRMO and the other retained in the Officer's Ministry/Department).

8. MEDICAL CERTIFICATE OF FITNESS

To: The Director-General, Human Resource Management Office

I hereby certify that I have this day examined ……..

…….

Designation……..….

MDA……

and consider that he/she is in sound health and fit on medical grounds to be employed in Government Service.

……..
Government Medical Officer

Date……

The Head of Ministry/Department should refer the candidate to a Government Medical Officer, for medical examination.

The Medical Officer will return the completed Form to the Head of Ministry/ Department for onward transmission to the Director-General, Human Resource Management Office.



STAFF PERFORMANCE APPRAISAL REPORT FORM A

GOVERNMENT OF SIERRA LEONE

Grades 1-6

PREAMBLE

Performance Appraisal **Form A** will be completed by civil servants in grades 1 – 6. It is expected that both the Appraisee and Supervisor will read the Guide to the Individual Performance Appraisal System (IPAS) carefully and understand it properly prior to embarking on the actual appraisal process.

The HR personnel in the MDA who serves as the Secretary to the Ministerial Performance Appraisal Committee (MPAC) should complete the form for the staff that can neither read nor write.

SECTION 1 - PERSONAL INFORMATION

- Name …… Pin Code ……
  (Full Names)
- Sex: M ☐ F ☐ Date of Birth…….
- Marital Status……..
- Date of First Appointment:……..
- Designation at First Appointment……
- Qualification at First Appointment……
- Current Educational Attainment……
- MDA of First Appointment ……
- Current MDA ……..
- Current Designation…….. Substantive Job Grade ☐
- Substantive ☐ Acting ☐
- Supervisor's Name …… Designation ……
- Period under Review. From…… To……..

SECTION 2: SETTING INDIVIDUAL ANNUAL PERFORMANCE TARGETS (OR KEY RESULTS AREAS)

Performance Targets are drawn from the individual/unit work plan/job description, Ministerial strategic plan/policy objectives, Ministerial Performance Contracts, all linked to the Government Agenda. The selected targets should reflect the broad range of tasks undertaken by the staff Member.

Key Performance Targets *(to be completed by the appraisee as agreed with the Supervisor at the beginning of the appraisal period)*	Performance indicators - Proof of performance (to be completed by the Appraisee in agreement with the Supervisor)	Means of Verification: Evidence of performance e.g., tangible items, monitoring and other Reports, Minutes of meetings, letters of commendation, etc)
1		

2		
3		
4		
5		

SECTION 3: LEARNING AND DEVELOPMENT PLAN

Appraisee's training and development needs (to be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period).	**Duration of the training**	**Comments on staff training and development undertaken over the appraisal period** (*to be completed at the end of the reporting period*)	
		Comments by Appraisee	Comments by Supervisor

Appraisee's Signature……..Date……

Supervisor's Signature…….Date……..

Section 4: ADDITIONAL ASSIGNMENT(S)

Under this section you can state any additional assignment(s) undertaken during this appraisal year

Date	**Job or Assignment Title**	**Institution**	**Key Results Achieved**

SECTION 5: MID-YEAR REVIEW: PROGRESS AGAINST PERFORMANCE TARGETS
(*To be filled by the Supervisor following a mid-year appraisal meeting with the Appraisee during the first week of July*)

Performance Target	On target	Off target	Comments
1			
2			
3			
4			
5			

Supervisor's Comments

Appraisee's Signature……..Date……

Supervisor's Signature…….Date……..

SECTION 6.1: ANNUAL PERFORMANCE ASSESSMENT ON AGREED TARGETS

Step I: Appraisee's Self-Assessment and Supervisor's Comments

Performance Targets	Appraisee's Self-Assessment	Challenges/Constraints	Supervisor's Comments
Target 1			
Target 2			
Target 3			
Target 4			
Target 5			

Step II: Supervisor's Final Comments

Appraisee's Signature……..Date……

Supervisor's Signature…….Date……..

SECTION 6.2: COMPETENCY ASSESSMENT

This section will be completed by the Supervisor as may be appropriate.

Behavioural Indicators	**Not Successful**	**Partially Successful**	**Successful**	**Outstanding**
1. Quality of work				
Consistently ensures timeliness and quality of work carried out by the Appraisee				
2. Professionalism				
Demonstrates professional competencies and mastery of subject matter				
3. Performance Management				
Focuses on performance that ensures achievement of results.				
4. Judgment/Decision making				
Makes timely and informed decisions.				
5. Oral and writing skills				
Demonstrates strong oral and written communication skills				
6. Team work				
Work collaboratively with others to achieve organizational goals				
7. Use of ICT where applicable				
Uses Information and Communication Technology in Appraisee's work				

SECTION 7.1: FINAL PERFORMANCE RATING

This part requires the Supervisor to provide the final performance rating of the appraisee relative to set targets in Key Result Areas of the officer's responsibilities and taking into consideration both Appraisee's self-assessment and Supervisor assessment. (Tick (√) as appropriate)

1. Outstanding ☐
2. Above average ☐
3. Average ☐
4. Below average ☐

The following is the rating scale to guide the Supervisor in the exercise:

Outstanding	**Above average**	**Average**	**Below average**
1	**2**	**3**	**4**
Exceptional Performance	Performance clearly exceeds expectations	Performance meets the expectations of the set-out tasks	Performance below expectations and set targets

SECTION 7.2: INITIAL (PARTIAL) SIGN-OFF BETWEEN THE APPRAISEE AND SUPERVISOR

Appraisee's response:

(a) I agree with the Supervisor's Rating ☐

(b) I disagree with the Supervisor's Rating ☐

If you disagree, give reasons

……
……
……
……

…… ……
Appraisee's Signature Date

…….. ……
Supervisor's Signature Date

SECTION 8.1: COMMENTS BY MINISTERIAL PERFORMANCE APPRAISAL COMMITTEE

Please indicate your agreement/disagreement with the foregoing evaluation process: -

(a) Agree ☐ (b) Disagree ☐

If disagree, give reasons

……
……
……
……

The Final Rating is endorsed ☐ **Not endorsed** ☐

If not endorsed, please give reason(s)

……
……
……
……

SECTION 8.2: RECOMMENDATIONS BY THE MINISTERIAL PERFORMANCE APPRAISAL COMMITTEE

- Recommendation for performance reward. Tick (√) as appropriate:
- **Recommended for Promotion:**

i) Accelerated ☐
ii) Normal ☐
iii) Not Recommended ☐

- **Recommended for further training** ☐
- **Recommended training**

  ……
  ……
  ……
  ……
  ……
  ……

- **Recommended for transfer to a position in line with competence** ☐
- **Recommended For other Rewards**

Public Recognition (Award of Certificate etc)

- **Recommended for Sanctions**

Sanctions for repeated poor performance and failure to comply with performance appraisal directives, shall be applied in accordance with Rule 8.27 and Rule 8.31 of the Civil Service Code and Rules. Reference is also made to Rules 15.38, 15.39 16.14, etc. of the Code which are included in the Guide to Individual Performance Appraisal System (IPAS).

Approved ☐

Not Approved ☐

…….	……..	……
Signature	Designation	Date



STAFF PERFORMANCE APPRAISAL REPORT FORM B

GRADES 7 – 10

PREAMBLE

Performance Appraisal **Form B** will be completed by civil servants in grades 7 - 10. It is expected that both the Appraisee and Supervisor will read the Guide to the Individual Performance Appraisal System (IPAS) carefully and understand it properly prior to embarking on the actual appraisal process.

STEPS FOR COMPLETING THE PERFORMANCE APPRAISAL FORM

Section 1	Personal Information	This section is to be completed by the Appraisee
Section 2	Setting individual Performance Targets	This section is to be completed by the Appraisee in consultation with the Supervisor
Section 3	Learning and Staff Development Plan	This section is to be completed by the Appraisee in consultation with the supervisor and the HR Personnel
Section 4	Additional Assignment(s)	This section is to be completed by the Appraisee. It highlights any significant assignment(s) performed outside of the agreed targets.
Section 5	Mid-Year Review: Progress against performance targets	This section is to be completed by the Supervisor in the second week of July following discussions with the Appraisee
Section 6	Annual Performance and competency Assessment	The first part of this section will be completed jointly by the Appraisee and supervisor following a review discussion in the first week of December. The second part is then completed by the Supervisor but assessment has to be made known to the Appraisee
Section 7	Final Performance Rating and Initial sign-off between the Appraisee and Supervisor	The Supervisor will complete the first part of this section after which the Supervisor and Appraisee will sign off
Section 8	Comments and recommendations by the Ministerial Performance Appraisal Committee (MPAC)	This section is to be completed by the PS on behalf of the Ministerial Performance Appraisal Committee (MPAC) after the Committee Meeting

SECTION 1 - PERSONAL INFORMATION

- Name …… Pin Code ……
  (Surname, First Name, Other Names)
- Sex: M ☐ F ☐ Date of Birth…….
- Date of First Appointment…….
- Designation at First Appointment ……..
- Qualification at First Appointment……
- MDA of First appointment ……
- Current MDA ……..
- Current Rant: …….. Substantive ☐ Acting ☐
- Substantive Job Grade ……..
- Current Educational Attainment……
- Marital Status……..
- Supervisor's Name …… Designation ……
- Period under review: From……..To…….

SECTION 2: SETTING INDIVIDUAL ANNUAL PERFORMANCE TARGETS (OR KEY RESULTS AREAS)

Performance Targets are drawn from the individual/unit work plan/job description, Ministerial strategic plan/policy objectives, Ministerial Performance Contracts, all linked to Government's Agenda. The selected targets should reflect the broad range of tasks undertaken by the staff Member.

Key Performance Targets *(to be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period)*	Performance indicators -proof of performance (to be completed by the Supervisor in agreement with Appraisee)	Means of Verification: Evidence of performance e.g., tangible items, monitoring and other reports, Minutes of meetings, Letters of commendation etc)
1		
2		
3		
4		
5		

SECTION 3: LEARNING AND DEVELOPMENT PLAN

Appraisee's training and development needs **(**to be completed by the Appraisee as agreed with the Supervisor at beginning of appraisal period	Duration of training including on the job training	Comments on staff training and development undertaken over the appraisal period (*to be completed at the end of the reporting period*)	
		Comments by Appraisee	Comments by Supervisor

- Appraisee's Signature……..Date……
- Supervisor's Signature…….Date…….

Section 4: ADDITIONAL ASSIGNMENT(S)

Under this section you can state any additional assignment(s) undertaken during this appraisal year.

Date	Assignment Title	Institution	Key Results Achieved

SECTION 5: MID-YEAR REVIEW: PROGRESS AGAINST PERFORMANCE TARGETS
(*To be filled by the Supervisor following a mid-year appraisal meeting with the Appraisee in the first week of July*)

Performance Target	On-target	Off target	Comments
1			
2			
3			
4			
5			

Supervisor's Comments

- Appraisee's Signature……..Date……
- Supervisor's Signature……..Date……..

SECTION 6.1: ANNUAL PERFORMANCE ASSESSMENT ON AGREED TARGETS

Step I: Appraisee's Self-Assessment and Supervisor's Comments

Performance Targets	**Appraisee's Self-Assessment**	**Challenges/constraints**	**Supervisor's Comments**
Target 1			
Target 2			
Target 3			
Target 4			
Target 5			

Step II: Supervisor's Final Comment

_____

_____

_____

_____

SECTION 6.2: COMPETENCY ASSESSMENT

This section is to be completed by the Supervisor as may be appropriate

Behavioural Indicators	**Not successful**	**Partially successful**	**Successful**	**Outstanding**
1. Quality of work				
Consistently ensures timeliness and quality of work carried out by the Appraisee				
2. Professionalism				
Demonstrates professional competencies and mastery of subject matter				
3. Performance Management				
Focuses on performance that ensures achievement of results.				
4. Judgment/Decision making				
Makes timely and informed decisions.				
5. Oral and writing skills				
Demonstrates strong oral and written communication skills				
6. Team work				
Works collaboratively with others to achieve organizational goals				
7. Use of ICT where applicable				
Uses Information and Communication Technology in his/her work				

SECTION 7.1: FINAL PERFORMANCE RATING

This part requires the Supervisor to provide the final overall performance rating of the Appraisee relative to set targets in Key Result Areas of the officer's responsibilities and taking into consideration the Appraisee's self-assessment. (Tick (√) as appropriate)

1. Outstanding ☐
2. Above average ☐
3. Average ☐
4. Below average ☐

The following is the rating scale to guide the Supervisors in the exercise:

Outstanding	**Above average**	**Average**	**Below average**
1	**2**	**3**	**4**
Exceptional Performance	Performance clearly exceeds expectations	Performance meets the expectations of the set-out tasks	Performance only partially meets the expectations

SECTION 7.2: INITIAL (PARTIAL) SIGN-OFF BETWEEN THE APPRAISEE AND THE SUPERVISOR

Appraisee's response:

(a) I agree with the Supervisor's Rating ☐

(b) I disagree with the Supervisor's Rating ☐

If you disagree, give reasons

……
……
……
……

…… ……
Appraisee's Signature Date

…….. ……
Supervisor's Signature Date

SECTION 8.1: COMMENTS BY MINISTERIAL PERFORMANCE APPRAISAL COMMITTEE

Please indicate your agreement/disagreement with the foregoing evaluation process:-

(a) Agree ☐ (b) Disagree ☐

If disagree, give reasons

……
……
……

The Final Rating is endorsed ☐ **Not endorsed** ☐

If not endorsed, please give reasons

……
……
……
……
……

SECTION 8 2: RECOMMENDATIONS BY THE MINISTERIAL PERFORMANCE APPRAISAL COMMITTEE

- Recommendation for performance reward. Tick (√) as appropriate:

- **Recommended for Promotion:**

iv) Accelerated ☐
v) Normal ☐
vi) Not Recommended ☐

Recommended for further training ☐

Recommended training…….
……
……
……

- **Recommended for transfer to a position in line with competence** ☐

- **Recommended For other Rewards**

Public Recognition (Award of Certificate, etc)

- **Recommended for Sanctions**

Sanctions for repeated poor performance and failure to comply with performance appraisal directives, shall be applied in accordance with Rule 8.27 and Rule 8.31 of the

Civil Service Code and Rules. Reference is also made to Rules 15.38, 15.39,16.14, etc. of the Code which are included in the Guide to Individual Performance Appraisal System (IPAS).

Approved ☐

Not Approved ☐

……	……..	……..
Signature	Designation	Date

OFFICE OF THE SECRETARY TO CABINET AND HEAD OF THE CIVIL SERVICE

GOVERNMENT OF SIERRA LEONE

PERFORMANCE MANAGEMENT CONTRACT

BETWEEN

THE PERMANENT SECRETARY, MINISTRY OF XXXXXX

AND

THE SECRETARY TO CABINET & HEAD OF THE CIVIL SERVICE

FOR THE PERIOD

1ST JANUARY – 31ST DECEMBER XXXX

PERFORMANCE CONTRACT

THIS PERFORMANCE CONTRACT (hereafter referred to as "the Contract") is made and entered into between The Permanent Secretary in the Ministry of XXXXXXX, …….. (hereafter referred to as The "Appraisee"), of the one part, and ……., the Secretary to Cabinet & Head of the Civil Service (hereinafter referred to as the "Supervisor") of the other part. The Contract is binding on the office holder-substantive, acting, special assignment or on secondment.

WHERE AS:

1. The Permanent Secretary is determined to implement the Government's Agenda, the implementation of which is guided by the principles of zero tolerance to corruption, equal opportunity for all Sierra Leoneans and promoting a positive attitude among the officials of the Ministry particularly in encouraging patriotism and respect for state assets.

2. The targets agreed represent measurable means of assessment of the performance of the entities under the portfolio and charge of the said **Permanent Secretary**; and

3. The Secretary to Cabinet & Head of the Civil Service, recognizing that the **Permanent Secretary** constitute part of the leadership that must, by example, provide the guidance and commitment for improving performance and restoring the faith of the Sierra Leonean citizens in their Government and public service;

NOW THEREFORE, THE PARTIES HEREBY AGREE that this performance contract containing the full terms and conditions agreed between the parties hereto, including clear targets to be set, met and delivered by the Permanent Secretary in XXXX in accordance with the attached Performance Tracking Table, the programmes and priorities of the entities under the portfolio and charge of the Permanent Secretary, as well as the defined management and leadership goals and the support measures to be provided by the Secretary to Cabinet & Head of the Civil Service.

GOVERNMENT OF SIERRA LEONE

Section A

The Secretary to Cabinet & Head of the Civil Service ensures that the following is done;

- Strategic direction and overall supervision for the effective implementation of the targets;
- Facilitate the provision of adequate human and financial resources, to the extent feasible by the state's finances;
- Ensure a conducive working environment is provided to enable the Permanent Secretary and officials of the MWHI to function effectively and efficiently;
- Support corrective and other actions taken by the President, the Vice President, the Chief of Staff and the Hon Minister of Works, Housing and Infrastructure to ensure timely delivery of the targets stated in the Performance Tracking Table (PTT) Annexed;
- Ensure, in collaboration with HRMO, that adequate training facility is provided for Appraisee to enable him/her perform his/her functions effectively and efficiently; and
- Appropriate coordination mechanisms are put in place to ensure other parties that should provide inputs to the MWHI's efforts, do so and on time.

SECTION B

The **Permanent Secretary** undertakes to ensure the following:

1. Meets the targets set on the attached Performance Tracking Table (PTT)/ Annex) as measured by the indicators each quarter; (the PTT may only be modified during the course of the year in agreement with the Secretary to Cabinet and Head of the Civil Service);
2. Meets specific management goals that may be set by the Secretary to Cabinet and Head of the Civil Service and listed below, as follows:-

- The application of modern management practices in the XXXX such as the promotion of RMB within the ministry, holding regular meetings with staff, etc;
- Show proof of efforts to eliminate or reduce corruption within the XXXX;
- Show evidence of activities aimed at cultivating a positive change in attitude among the staff of the XXXX, the application of modern management techniques, as well as proper safeguard and use of state assets.

SECTION C

Reporting and Monitoring Arrangements

The Permanent Secretary will ensure that quarterly progress reports will be submitted to the Director-General in the Human Resources Management Office by the 10th of the month following the end of each quarter. These reports will be analysed by the Directorate of Performance Management at HRMO for the attention and action of the Civil Service Steering Committee.

Signed……

Name of Appraisee (Permanent Secretary)

Ministry of XXXXX

Date……

Signed……

Mr…….

Secretary to Cabinet & Head of the Civil Service (Supervisor)

Date……

Counter-Signed whereof

……

Mr. ……

Director-General, Human Resources Management Office

Date……

SAMPLE OF PERFORMANCE CONTRACT FOR OFFICERS IN GRADE 11 AND ABOVE

10. APPLICATION FORM FOR VACATION LEAVE

Form to be completed in Triplicate and forwarded through Head of Department to the Director-General, HRMO who will keep the duplicate and return the original and triplicate to the officer's Department. If approved, original to be attached to Amendment Form for staff changes

To be completed by officers below Grade 11

1. Name of Officer……

2. Age……..

3. Ministry/Department/Agency……Pin Code……....

4. Appointment and present rank designation…….

5. Proposed date of proceeding on leave……..

6. Present Grade, Salary and Incremental Date……

….. ……....

7. Whether (a) confirmed, or (b) on contract or (c) on probation
(*N.B. In case of (b) and (c) date of termination of contract or probationary period is to be given).*

…….

8. Expected date of assumption or resumption of duty……..

9. Amount of leave due on present tour……

10. Amount of deferred leave claimed in respect of previous tour……..

11. Period of leave now applied for…….

11. Address while on leave ……

…….

Mobile……. Email…….

Date …… Signature……..

B. To be completed by Head of Department

Recommended……..

(Please state period of leave to be granted)

I propose/do not propose to recommend an officer named below to act in the post while the substantive holder is on leave……..

This officer is serving on Contract for ……tour(s)

Which expires on……..

Date……

Signature of Permanent secretary/
Head of Department

C. Human Resource Management Office

2) Approved/Not approved (select)

Name…….

Signature…… Date……..

Director-General HRMO

3) Reason/s if not approved……

…….

---

10. APPLICATION FORM FOR VACATION LEAVE

Form to be completed in Triplicate and forwarded through the Permanent Secretary to the Director-General, HRMO who will transmit same to Cabinet Secretary and Head of Civil Service for processing, duplicate kept at HRMO and original and triplicate return to the officer's Department. If approved, original to be attached to Amendment Form for staff changes

To be completed by officers in Grade 11 and above

1. Name of Officer……

2. Age……..

3. Ministry/Department/Agency……Pin Code……....

4. Appointment and present rank ……

5. Present Grade, Salary and Incremental Date……

….. ……....

6. Whether (a) confirmed, or (b) on contract or (c) on probation
(*N.B. In case of (b) and (c) date of termination of contract or probationary period is to be given).*

……

7. Expected date of assumption or resumption of duty……..

8. Amount of leave due on present tour……

9. Amount of deferred leave claimed in respect of previous tour……..

10. Period of leave now applied for…….

11. Proposed date on proceeding on leave…….

12. Address on leave……..

Mobile……. Email…….

Date …… Signature……

B. To be completed by Head of Department

Recommended……..

(Please state period of leave to be granted)

I propose/do not propose to recommend an officer named below to act in the post while the substantive holder is on leave.

Mr/Mrs/Miss…….

This officer is serving on Contract for ……tour(s)

Which expires on……..

Date……

Signature of Permanent secretary/

Head of Department

C. **Human Resource Management Office**

Recommended/Not recommended (select)

Name…….

Signature…… Date……..

Director-General HRMO

Reason/s if not approved……

…….

D Cabinet Secretary and Head of Civil Service

Approved/Not approved (select)

Name…….

Signature…… Date……..

Cabinet secretary/Head of Civil Service

Reason/s if not approved……

…….

11. Format for Reporting Misconduct

When presenting the report of an inquiry into allegations of misconduct, the Disciplinary Panel carrying out the inquiry may use the following form to summarize the proceedings and findings of the Panel. This form shall be submitted to the Public Service Commission through the Director-General, HRMO together with the detailed reports of the inquiry.

1. **Particulars of the Officer**

Name _____

Pin Code _____

MDA _____

Officer's Home Address _____

Telephone _____ _____

Present Designation and Grade _____

2. **Details of Alleged Misconduct** (add pages as needed)
Include details on any Interdiction Order and reasons for it: indicate dates

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

3. **Details of Charge of Misconduct Against Officer** (add pages as needed)

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

4. **Summary of Officer's Response to the Charge** (add pages as needed)

5. **Summary of Findings of Inquiry Held (If any)** (add pages as needed)

6. **Determination (Guilty/Innocent), Basis for Determination** (add pages as needed)

7. **Penalty Recommended (if any) and Reasons** (add pages as needed)

Note any previous misconduct or mitigating circumstances

8. **State Whether Officer Lodged Petition Against Outcome** (add pages as needed)

9. **Name of Panel Chairperson**_____
Title of Chairperson_____

Signature_____ Date_____

10. Decision by Public Service Commission_____
_____
_____
_____
_____

Date _____

12. PRE-CONFIRMATION EXAMINATION

Officers in the Administrative Service on probation, Development and Planning Officers, Higher Executive Officers, and Executive Officers are required to pass the pre-confirmation examination before they may be confirmed. Failure to pass the pre-confirmation examination in two sittings of the date of appointment will result in an officer having his/her increment withheld unless there are strong mitigating circumstances.

Administrative Officers, Human Resource Officers and Higher Executive Officers/HR Assistants with a Bachelor's degree are required to pass the following subjects**:**

i. Civil Service Code and Rules
ii. Financial Administration Regulations
iii. Common Law and Evidence
iv. Criminal Law and Procedure
v. Local Acts
vi. Customary Law and Practice
vii. Public Procurement Act and Regulations
viii. Records Management

Higher Executive Officers and Human Resource Assistants without a Bachelor's degree are required to pass the following subjects:

i. Civil Service Code and Rules
ii. Financial Administration Regulations
iii. Public Procurement Act and Regulations
iv. Records Management

Accountants, Economists, Development Planning Officers, Budget, Procurement, Internal Audit, Records, Monitoring and Evaluation, ICT Officers and other officers as may be determined by the Human Resource Management Office are required to pass the following subjects:

i. Civil Service Code and Rules
i. Financial Administration Regulations
ii. Public Procurement Act and Regulations
iii. Records Management

Administrative/Management Support and Executive Officers are required to pass the following subjects:

i. Civil Service Code and Rules
ii. Office Routine and Procedures
iii. Records Management

Technical Officers such as Engineers, Fisheries, Agricultural, Meteorological and Social Services Officers among others, shall be required to sit pre-confirmation tests, and the subjects of such tests shall be determined by the Administrative Head of the MDA in consultation with the Director-General and Head of the Civil Service.



GOVERNMENT OF SIERRA LEONE

13. Application Form for the Payment of End-of-Service Benefits and Death Gratuities

To: The Director-General, Human Resource Management Office

Part I (To be completed by the MDA where the Officer last served)

1. Name of officer……
2. Date of Birth……
3. Designation……
4. Ministry/Department/Agency……
5. PIN Code……
6. NASSIT No……
7. Name of Bank where Officer's salary is being paid……
8. Account No……
9. End-of-Service Date……
10. Grade and Annual Salary……
11. Cause of Separation from Service (select one) – attained retirement age ☐, medical ☐, termination ☐, voluntary ☐ or death ☐
    Attach relevant documents viz: valedictory letter, medical certificate, death certificate.
12. Date of commencement of Service……
13. Entitled ☐ Not Entitled ☐ (Select One)

14. Particulars of the offices held by the Officer:

Post Held	Pensionable/Not Pensionable	From	To

15. Leave without pay and/or break(s) in Service:

From	To	Reason for break

Total gratuitable service……

…… ……
Signature of Head of MDA Date

Part II (Verification by Director-General, HRMO)

I hereby certify that the information given above is correct.

…… ……
Director-General (HRMO) Date

Part IV (To be completed by the Auditor-General)

18. Computation Verified.

…….. ……
Auditor-General Date

Part V (To be completed by the D-G, HRMO)

19. Application Approved.

…… ……
Director-General (HRMO) Date

Part VI (To be completed by the Accountant-General)

20. Payment effected.

…… ……..
Accountant-General Date

GOVERNMENT OF SIERRA LEONE

Certificate of Confirmation of Payment of Gratuity

From: The Accountant-General, Accountant-General's Department

To: The Director-General, Human Resource Management Office

cc: The Auditor-General

MDA

I hereby confirm that the sum of ***Le***……

……

representing the gratuity payable to ……

…….. was paid on……

…….. ……

Accountant-General Date

OFFICER'S PHOTOGRAPH		OFFICER'S THUMBPRINT

GOVERNMENT OF SIERRA LEONE

14. BENEFICIARY(IES) OF DEATH GRATUITIES NOMINATION FORM

(To be completed by all Officers)

1. I ……..

(name in full)

hereby declare that in the event of my death while in active service, Government shall pay any benefit due me to the person or persons named below as distributed:

2. Pin Code……..
3. Ministry/Department/Agency……
4. NASSIT No……
5. Next-of-kin……..
6. List of beneficiaries and distribution of death gratuity (where appropriate attach a list of supplementary beneficiaries).

Name(s) of Beneficiary(ies)	Address	Relationship	Share/ Percentage	DOB
i. ……	……	……	……	……
……	……	……	……	……
ii. ……	……	……	……	……..
……	……	……	……	……..
iii. ……	……	……	……	……..
……	……	……	……	……..

iv. …… …… …… …… ……..

…… …… …… …… ……

7. In the event that any of the beneficiaries specified in (6) above dies before distribution, his/her share shall be distributed evenly among the surviving beneficiaries.

8. On my death, the payment to those beneficiaries listed above that are deemed to be minors, shall be collected on their behalf by the person who has legal custody/guardian of the minor.

The officer shall make available to the Director-General, Human Resource Management Office, photographs (which shall be thumb printed at the back by the officer) in respect of the beneficiaries listed by him/her for appropriate identification to ensure that payment is made to bona fide persons appointed by him/her.

9. Signature of officer……

Signed by the said……
after the same has been read out to him in English and explained to him in Krio and he appears to understand same before affixing his right thumb print thereto.

Date……..

Witnessed by……(not be a nominee)

Address of Witness:……

10. Name of Head of Department/Agency……

Signature…… Date……..

GOVERNMENT OF SIERRA LEONE
CIVIL SERVICE TRAINING

BONDING AGREEMENT:

This agreement is made on the _____ (date) _____ (month) _____ (year), between the _____ (MDA) (here in after called **'THE GOVERNMENT**) and _____, a permanent employee of the _____, holding the position of _____ with office address at _____, hereinafter referred to as the **"EMPLOYEE";**

WITNESSETH: THAT -

Whereas, Civil Service Code and Rules Preamble 6.2 relative to the Preambles and Rules on Study Leave" allows officers to undertake various courses of study to enhance their knowledge, skills and efficiency;

Whereas, the **EMPLOYEE** is requesting to avail the study leave privilege afore-mentioned in order to complete her degree of _____ at the _____ for a period of _____;

Whereas, the **EMPLOYEE** is qualified to avail the Study Leave Program pursuant to the above-mentioned Civil Service Code on Study Leave;

Whereas, the **GOVERNMENT** at the request of the **EMPLOYEE** has agreed to sanction the EMPLOYEE his/her study leave from _____ to _____

Whereas, the **GOVERNMENT** has agreed to pay the **EMPLOYEE** the study leave salary.

NOW, THEREFORE, for and in consideration of the foregoing premises and of the terms and conditions hereunder stipulated, the PARTIES hereby agree as follows:

I. The **EMPLOYEE** shall:

1. Avail of the Study Leave to complete his/her _____ degree on a full-time basis for a period of _____ (__) on official time provided that she has met the following requirements to wit:

1.1 The field of study to be pursued is relevant to the duties and responsibilities as a _____ in _____;

1.2 Has rendered at least two (2) years of service with at least very satisfactory performance for the last two (2) rating periods immediately preceding her application for Study Leave;

1.3 Has no pending administrative and/or criminal charges;

1.4 Has no current foreign or local scholarship grant;

1.5 Has a permanent appointment or in case of a coterminous appointment, has satisfy the requirements under items 1.1 to 1.4 hereof and would be able to fulfil the required service obligation;

2. Furnish the Human Resource Management Office (**HRMO**) with the copy of the contract for study leave;

3. Bind his/herself to serve the Government of Sierra Leone. That consequent upon this Bond:

i. That he/she provides the names of two guarantors/surety's

ii. Upon completion or non-completion of the aforementioned course of study, he/she is obliged to return to the Civil Service and serve the Government of Sierra Leone at least …….. Years.

iii. Submit a written notice of return to work to **HRMO** upon completion of the study leave;

iv. Report to work immediately upon completion of the study leave;

v. Fulfil ____ (___) year/s service obligation to the GOVERNMENT;

vi. That upon his/her completion or non-completion of the said course of study, in the event he /she fails to return to the Civil service to serve the Government of Sierra Leone, the Government shall have

the right to request he/she to pay the calculated amount owed to the government with interest there on.

II. The **GOVERNMENT** shall:

1. Exercise full discretion in authorizing the **EMPLOYEE** to complete her degree for a period of _____ (__)

2. Relieve the **EMPLOYEE** of all her duties and responsibilities as _____ for the duration of the study leave;

3. Pay the salary and all authorized allowances or benefits of the **EMPLOYEE**;

4. Credit as continuous service the period of the study leave of the **EMPLOYEE**;

5. Apply for an Attachment of Earning Order (AEO) from the court in case the **EMPLOYEE** breaches the bond agreement and fails to pay the amount expended by the government for his/her training/course.

6. Effect the refund of salary, allowances and other benefits received by the EMPLOYEE while on study leave for violation of the terms and conditions of this contract by:

i. Sending out notice to the Guarantors/Sureties

or

ii. Instituting measures to have the **EMPLOYEE** dismissed from the service which may result in his/her forfeiture of all service benefits

7. Institutes legal action against the **EMPLOYEE** who on failing to return to duty after the completion or non-completion of their training/ course, refuses to refund to Government the amount expended by Government on their studies.

The **SURETIES** shall:

1. Jointly and severally, hereby guarantee the due performance by the EMPLOYEE of all his obligations in terms of this agreement

2. In the event the **EMPLOYEE** commits breach of any of his/her obligations, under this agreement the Sureties hereby agree and

undertake, jointly and severally, to pay to the **GOVERNMENT** on demand and without demur all such sums as shall be payable to the **GOVERNMENT** in terms of this agreement together with all costs, expenses and losses incurred in connection there with.

IN WITNESS WHEREOF, the PARTIES hereto, affix their respective signatures this _____ at _____

Signed and Delivered by:
The Director-General, HRMO on Behalf of the Government
_____

Signed and Delivered by:
The within named Employee
_____

Signed and Delivered by:

Surety No1	Surety No2
Name:	Name:
Address:	Address:
Signature:	Signature:

In the presence of the following witnesses:

Witness No1	Witness No2
Name:	Name:
Address:	Address:
Signature:	Signature:

16. Structure of the Civil Service By Job Family

1	Administration, Information and Social Services
2	Engineering, Technology and Sciences
3	Education
4	Fiscal Affairs and Economic Planning
5	Health, Medical and Allied Professions
6	Judicial and Legal
7	Protective, Prevention and Enforcement Services

Chapter 2
Office Procedures

1. Hours of Work

1.1 The hours of work shall be determined from time to time and communicated to the Administrative Heads of MDAs by the Director-General. Subject to the above, the working hours are normally as follows:

Monday – Thursday				
	8:00. a.m.	-	12:00 noon	
	12:00 noon	-	1:00 p.m.	(Lunch Break)
	1:00 p.m.	-	4:45 p.m.	
Friday	8:00 a.m.	-	3:00 p.m.	(No Lunch Break)

1.2 These hours of work shall not be applicable to officers who perform essential duties and/or whose work schedule is based on a shift system, which makes it practically impossible to comply with these work hours.

1.3 An attendance register shall be kept in each MDA in which every officer shall indicate the time of his/her arrival at work and departure from office daily. The register shall be examined and initialled regularly by the Administrative Head of MDA or by an officer with designated authority.

1.4 The Administrative Head of MDA is responsible for ensuring that officers respect the approved hours of work.

2. Security of Offices After Working Hours

2.1 Where practicable, the keys to offices will be left for safe custody at a police station each day after closing hours, and the police are instructed to inspect all Government offices after office hours and to report all cases of doors or windows found open or insecure.

2.2 Every case so reported will be enquired into by the Administrative Head of MDA concerned and dealt with as negligence of duty on the part of the defaulting officer.

3. Use of Office Equipment and the Internet

3.1 No equipment or supplies shall be used for profit either during or outside of work hours. Equipment and supplies are anything purchased by and for use of Government including, but not limited to, computers, word processing equipment, software, copy machines, and other normal office supplies.

3.2 All Government property – including desks, storage areas, work areas, lockers, refrigerators, file cabinets, computer systems, modems, facsimile machines, photocopiers, printers, air conditioning units, and vehicles – must be used properly and maintained in good working order. Employees who lose, steal, or misuse Government property may be subject to disciplinary action up to and including termination.

3.3 Government officers should use office equipment only for the purposes of Government business.

3.4 The use of e-mail or the Internet for personal, non-business, purposes is prohibited during working hours.

3.5 The use of Government property for the screening/viewing of motion pictures (films or documentaries) or any other content that is not work related is prohibited.

3.6 Messages stored and/or transmitted by hard copy, voice mail or e-mail shall not contain content that may reasonably be considered offensive or disruptive to any Government officer. Offensive content includes, but is not limited to, sexual comments or images, racial slurs, gender-specific comments or any comments or images that would offend someone on the basis of his or her age, sexual orientation, religious or political beliefs, ethnicity, or disability.

3.7 At any time, the Director-General may make determinations as to which uses of office equipment, services and systems by specific users are or are not acceptable.

3.8 Unacceptable uses include, but are not limited to:

i. creating, reproducing, or transmitting materials that are slanderous or defamatory in nature, that threaten violence, or that otherwise violate existing laws or regulations.

ii. collecting, retaining, and transmitting materials unrelated to the individual's role and responsibilities that are **not** authorized by the individual's supervisor.

iii. transmitting sensitive or confidential information not authorized by supervisors.

iv. storing sensitive or confidential information by faculty and staff onto external storage devices such as personal computers, hand held devices, memory sticks and attachable storage devices not authorized or provided for by MDAs;

v. creating, reproducing, or transmitting unauthorized reproductions or uses of copyrighted materials using Government's computers or website;

vi. creating, reproducing, or transmitting materials that are fraudulent, malicious, threatening, harassing, or obscene; any actions that can be interpreted as sexual harassment or that contribute to a hostile work environment; and

vii. utilizing Government's computing resources for commercial, political, or private business purposes.

3.9 Violations of any of the directives listed above may result in disciplinary action up to and including termination.

4. Handing-over of Responsibilities Prior to Absence from Office

4.1 To ensure the smooth and continuous flow of work, all Administrative Heads of MDAs, are required to adhere to the procedures set out below to ensure adequate coverage of their work while they are absent. The provision is also applicable to all officers at supervisory level**.**

4.2 Whenever an officer leaves a post either temporarily or permanently, handing-over arrangements should be effected to enable the departing officer to brief his successor or officer assigned to act in his absence about outstanding matters that may arise during his absence. The briefing should be documented and followed by a face-to-face meeting prior to the officer's departure.

4.3 If a meeting is not possible because the officer who will be acting is not available at the duty station prior to the departure of the senior officer, the latter must brief another officer who must be instructed to transmit the relevant information, including files and documents to the acting officer at the earliest possible moment.

Chapter 3
Management of Records and Files
1. Office Routine and Procedures

1.1 All official correspondence should be courteous, unambiguous, concise and devoid of any expression of personal feelings.

1.2 The subject of correspondence between MDAs should be clearly indicated in the heading and should quote the previous reference.

1.3 The channel of communications with any Ministry shall be the Permanent Secretary to whom all correspondence should be directed.

1.4 The title of the Administrative Head of MDA, to whom a letter is addressed, without the full postal address, is normally all that is required.

1.5 Correspondence to members of the Judiciary in their official capacities, and to private persons including individual officers in their personal capacities, should be written in formal style.

1.6 Correspondence from members of the public or from a government officer in his or her personal capacity should be acknowledged immediately, indicating the name of the officer dealing with the matter to whom any further inquiries should be directed.

1.7 Every Correspondence should be confined, as far as possible, to a single subject that should be indicated as a heading. Each Correspondence should be divided into numbered paragraphs and the pages, if two or more, should be numbered.

1.8 Enclosures should be noted in the margin.

1.9 Original papers should not be used for enclosures when copies are equally serviceable and can be made available.

1.10 Official correspondence, where possible, should always be signed by or on behalf of the Administrative Head of the MDA concerned, as may be appropriate. Official correspondence in this case shall also include email correspondence. In all cases, the Administrative Heads of MDAs shall be responsible for all official correspondence emanating from their offices.

1.11 Government officers shall, dependent upon access and availability, endeavour to use official e-mail addresses for all official correspondence between themselves, members of the public, and with external bodies.

1.12 Correspondence containing recommendations for the punishment of a subordinate officer must be signed by the Administrative Head of MDA personally his/her Deputy.

1.12 When the Administrative Head of an MDA is temporarily absent, the officer acting in the post will sign documents on his or her behalf.

1.13 An officer appointed as Acting Administrative Head of an MDA will insert the word “Acting” before the designation of office under the signature**.**

1.14 The following rules are to be observed in communications to Permanent Secretaries, and should be followed by officers addressing each other or their Heads of Departments:

a) when, in the course of a correspondence, reference is made to previous information already given, the writer should quote the reference number and date of the previous correspondence;

b) where appropriate, detailed information should be shown in the form of an appendix;

c) if correspondence refers to any Act or regulation, the number and section of the relevant document must be quoted;

d) when a previous regulation or ruling is cited or quoted, the reference must be quoted;

e) whenever any expenditure is proposed, the amount estimated should be given and it should be clearly stated whether or not provision exists in the Estimates, and if there is provision, the head, sub-head, item and where appropriate the sub-item must be quoted;

f) when reports are submitted, the writer concerned must present in the covering correspondence a summary of the papers, indicating the point at issue, the conclusions arrived at and a definite recommendation;

g) information required from another Department (except in the case of legal opinion) should normally be obtained from that Department directly;

h) the principle to be observed when submitting a proposal is that it should be in a form to make it possible for a decision to be taken, and if other Departments are concerned, their views must be obtained before the proposal is submitted.

1.15 Heads of Departments requiring advice on legal questions should address the Permanent Secretaries of their Ministries. Under no circumstances should an opinion of the Law Officers’ Department be directly quoted in a communication addressed to a private person. The correct phrasing is to inform the addressee that the MDA is advised in a certain sense, giving only a

paraphrase of the advice. Care should be taken however that the exact sense of the advice is not altered by the paraphrase.

1.16 Only the Permanent Secretaries of Ministries and Heads of Departments may address the Head of the Civil Service and the Director-General. An officer may not address the Permanent Secretary or Head of Department of another Ministry or Department directly unless otherwise authorized. However, an officer can address his or her counterpart in another MDA.

1.17 Files should not be minuted and passed to officers of another MDA except on the authority of the Permanent Secretary/Administrative Head of MDA concerned.

1.18 Marginal notes are not to be made on a file by an officer to whom it has been referred. No uninvited criticism should be made by any third party on minutes addressed by one officer to another, other than to correct errors of fact.

1.19 Communications with Chiefs and Local Authorities will be transmitted through the appropriate officer that serves as the link between Local Authorities and the Central Government.

2. Classification of Documents

2.1 Classified materials include those official documents or records containing classified information which require security protection.

2.2 There are four security classifications of documents in general use. These are in descending order of importance:

- Top Secret
- Secret
- Confidential
- Open

2.3 The classifications "**Top Secret**" and "**Secret**" refers to documents or records which require security protection and the existence or contents of which should be known only to those senior officers whose duties make this knowledge essential or the staff of Registries where such documents are kept.

2.4 The classification **"Confidential"** is to be used where any information or material requires security protection but does not justify the special precautions required with respect to the classifications "Top Secret" or "Secret".

2.5 The Classification ''Open'' shall apply to documents/information which are placed in files which do not necessarily require security protection or special precaution, but still have to be handled and guarded with care for its preservation

2.5 The security classification of documents from other Government offices should not be down-graded without the approval of the originating officer.

2.6 All "**Top Secret**", "**Secret**" and "**Confidentia**l" documents should be dispatched under double cover that clearly indicates the appropriate classification level of the contents. The inner envelope should be sealed and addressed to the recipient by name; the outer envelope should be addressed to the recipient indicating the title of the office the recipient occupies.

2.7 All officers are responsible for the security of all classified documents that they may hold in their custody.

a. Officers who are summoned by a court to produce official documents or records must comply with the Rules of Court relating thereto. If appropriate, they should first communicate with their Administrative Head of the MDA, who will obtain, through the appropriate MDA, advice of the Law Officers' Department as to the procedure to be followed.

b. Oath of Confidentiality

2.9.1 Administrative Heads of MDAs must ensure that all Civil Servants who have access to classified papers have subscribed to the oath of secrecy and have signed a declaration to that effect on the appropriate form.

2.9.2 Administrative Heads of MDAs shall ensure that the signed declarations are safely preserved, for use in any possible disciplinary proceedings against an officer who has violated the provisions of the subscribed oath.

3. Confirmation of Oral Instructions and Interviews

3.1 Oral instructions on any point of importance that conflict with normal duties and routine or where a record is desirable should be confirmed in writing, by the officer who gives the instructions or by the officer who receives the orders, as may be appropriate.

3.2 When a Minister grants an official interview to a Head of Department or to any other departmental officer, a record of the interview will be made by the officer and submitted to the Minister for confirmation.

3.3 Records should be kept as short as possible and will normally be limited to the decisions taken. Records should be submitted in duplicate, typed on one side of the paper only and transmitted under “Confidential” cover.

3.4 A conversation with a Minister on official matters must not be quoted in official correspondence unless a record of such conversation made at the time the conversation took place, had been submitted for written confirmation.

3.5 The provision of paragraphs 3.2 through 3.4 inclusive should be applied where appropriate to interviews granted by a Permanent Secretary or Head of Department to any of his or her subordinate officers.

4. Publications

4.1 The Sierra Leone GAZETTE is the document for publication of official government information.

4.2 The procedures to be followed for publication in the GAZETTE will be in accordance with the circulars issued by the Director-General from time to time.

Chapter 4
Use and Control of Vehicles

1. Rules Governing Use of All Vehicles for Official Travel

1.1 The rules set out in this Section of the Administrative Manual apply to all authorized official travel by road within Sierra Leone, whether in a government-owned vehicle, a leased or rented vehicle, or an officer's private vehicle. These rules supplement the provisions of Rules 7.6 - 7.9 of the Code and Rules of the Civil Service.

1.2 When driving any vehicle for official travel, all officers must adhere to the following:

Passengers in Vehicles Used for Official Travel

(i) Government vehicles shall be used for authorised purposes with due regard for economy and efficiency;

(ii) No government vehicle shall be operated without a proper insurance cover and licence;

(iii) No person shall operate a government vehicle unless he/she is authorised to do so and is in possession of a valid driver's licence;

Disciplinary Action for Carrying Unauthorized Passengers

1.3 The carrying of any unauthorized person in a vehicle being used for official business and official travel is an offence attracting disciplinary action against the officer. In all cases, disciplinary action will be taken against an officer transporting unauthorized persons in a vehicle being used for authorized official travel, including the officer's own vehicle. This is the case whether or not there is an accident resulting in property damage, injury or death.

Travel by Most Direct Route

1.4 All official travel must to the extent possible be by the most direct route.

1.5 Any deviation from the most direct route unless otherwise explained fully to the satisfaction of the Administrative Head of MDA will attract disciplinary action.

1.6 If found guilty of misuse of a vehicle while on official travel, in addition to any disciplinary action that may be imposed against the officer, a surcharge in respect of the excess mileage will be raised against the officer.

2. Procedure for Use of Government Vehicles

2.1 Government Vehicle: Government vehicles shall include all vehicles of all categories and may be assigned to duly authorized personnel of Projects, MDAs and Sierra Leone's Overseas Missions, which are registered as such.

2.2 A Log Book is a record book supplied to drivers of official vehicles to be kept on board a vehicle.

2.3 Government vehicles shall always carry with them log books in which the Driver will be required to enter:

a. All journeys performed with the opening and closing mileometer/odometer readings or estimated mileage if the mileometer/odometer is not in working order. In any case the faulty odometer/mileometer must be repaired as soon as possible;
b. Purpose of each journey;
c. The mileage for each journey;
d. Quantities of fuel and oil supplied;
e. The initials of the officer authorizing the journey.

2.4 Users of Government vehicles shall countersign all log books and may be held responsible for any wrong information given therein.

2.5 At the end of every month, a mileage return should be prepared for each vehicle in triplicate, showing total runs for the month and total fuel and oil consumed. The entries in the log book should be certified by the Head of Department/Project Director or his designated representative. The originals should be kept by the MDA, the second copy forwarded to the Sierra Leone Road Safety Authority (SLRSA) and the third copy to the Ministry of Transport and Aviation.

2.6 Any large variation in the average monthly mileage per litre shall be investigated by the Department/Project concerned and an explanation attached to the entry in the Log Book.

2.7 Drivers of vehicles may be required to refund the cost of repairing any mileometer/odometer which becomes unserviceable except when mileometer/odometer was damaged as a result of an accident or through wear and tear of the vehicle.

2.8 All fuel and lubricants procured from filling stations either by cash payment or otherwise shall be entered in the Log Book and kept for inspection purposes.

2.9 Improper use of Government vehicles shall always be considered an offence and offenders shall be disciplined through suspension or dismissal from work depending on the gravity of the offence.

2.10 *Mileometer*/Odometer: A mileometer/odometer is an instrument that records distances covered by a vehicle.

2.11 Government pool vehicle: A Government pool vehicle is a standby utility vehicle for emergency official use.

2.12 Registration of Government Vehicles with the Ministry of Transport and Aviation

All Ministries, Projects and Departments shall be required to register the total number of vehicles in their care with the Ministry of Transport and Aviation, providing engine and chassis numbers and other relevant information that may be required for the identification of the vehicle. The Ministry of Transport and Aviation shall ensure that all Projects, MDAs adhere to this norm. The Ministry of Transport and Aviation should constantly update its records on additions, deletions and depreciations of the total fleet accordingly.

2.13 Unauthorized driving of Government vehicles

Officers of Government MDAs/Projects, for whom drivers are provided for their assigned vehicles, are allowed to drive such vehicles in the temporary absence of the driver, provided the officers are in possession of valid driver's licences.

2.14 Responsibility of users of Government Vehicles

Users of Government vehicles shall ensure that all journeys run are entered in the Log Book and shall check the mileometer/odometer readings and other details. The column use made of vehicle, nature of duty in the Log Book shall be properly completed and all journeys of a private nature shall be clearly indicated. When the user signs the Log Book for a vehicle, a line should be drawn below the last entry to prevent any unauthorized entries.

2.15 Misuse of Government Vehicles

A Government vehicle or a hired Government vehicle shall not be used for private purposes.

2.16 Uniforms

Drivers of Government vehicles shall be provided with uniforms which must be worn while on duty.

2.17 Safe Keeping of Government vehicles

Drivers of Government vehicles shall ensure that after the discharge of their duties each day, the vehicles are parked in the Police Station, or in a secured Government premises or other safe and secure locations, where no pilfering or damage can be done to the vehicle.

2.18 Key holding Procedures

The keys of each vehicle shall be kept by the driver in charge of the vehicle and the duplicate keys shall be kept by the authorities concerned in a place where no unauthorized person can reach.

2.19 Boarding Government Vehicles

Government vehicles shall only be boarded and disposed of when such vehicles are certified as being unserviceable.

In order to determine vehicles that may be boarded and disposed of, MDAs shall submit a report on the status of the vehicle to the Ministry of Transport and Aviation. The Ministry of Transport and Aviation shall ensure that such vehicles are inspected by the Sierra Leone Road Safety Authority who shall present their findings on the unserviceability of the vehicle. In the event that the Sierra Leone Road Safety Authority recommends repairs, the vehicle shall not be boarded and shall be repaired within the shortest possible time to prevent further deterioration. Vehicles boarded should be disposed of through a transparent bidding process.

2.20 Allocation of Government Vehicles

All vehicles allocated to MDAs shall be properties of those MDAs and therefore officers transferred from one office to another will ensure that such vehicles are properly accounted for by the out-going officer to the incoming officer.

2.21 Registration of Government Vehicles

All Government owned vehicles should carry special registration plates that make them conspicuously identifiable. A record of all Government vehicles though normally recorded by the Sierra Leone Road Safety Authority should be kept by the Ministry of Transport and Aviation including all additions and deletions to the total fleet.

2.22 Parking Time

All Government vehicles shall be parked each day not later than 8:00 p.m. when not on official use.

2.23 Government vehicles on treks

When on trek, users shall ensure that all Government vehicles are parked for the night at the nearest Police Station, secured Government premises or any other secured location. Vehicles must NOT be left unattended on the road.

2.24 Government pool vehicles

Users of pool vehicles shall ensure that the time the driver reports for duty and the time he is released on completion of duty are correctly entered in the Log Book even when on trek.

2.25 Repairs and Maintenance of Government vehicles

Repairs and maintenance of Government vehicles must be approved by the Executive Director of the Sierra Leone Roads Safety Authority and should be carried out at garages approved by the Ministry of Transport and Aviation.

2.26 Payments for repairs and maintenance

All repairs and maintenance work carried by approved garages must be certified by the Sierra Leone Road Safety Authority before payments are made.

2.27 Disciplinary actions against defaulting drivers

The Officer in charge of a government vehicle after consulting the Head of Department concerned (where appropriate) will report to the Director-General, Human Resource Management Office for disciplinary action. Such action should always be taken when the driver concerned has been convicted of an

offence. Disciplinary action against a defaulting driver may take the form of one of the following:

i. Surcharge
ii. Dismissal of:
    a. Drunken drivers
    b. Drivers who get involved in frequent accidents for which they are found to be at fault.

2.28 Accident Reports

All accidents involving Government vehicles must be reported immediately to the nearest Police Station and to the Executive Director, Sierra Leone Road Safety Authority by the officer responsible for the vehicle concerned. Full details shall be given on the Accident Report Form, which shall be submitted in duplicate. The completed form should be signed by the driver and the officer responsible for the vehicle. In the event of a fatality, the Head of Department is required to sign the form.

2.29 Police Reports

As soon as he receives the accident report form, The Executive Director, Sierra Leone Roads Safety Authority will write to the chief Police Officer of the Division concerned asking for a report in duplicate. This report should state whether either party is being charged with an offence and should give details of personal injuries sustained, if any. It should also include details of the Insurance Policy in respect of any private vehicle involved in the accident including:

i. Name of Company
ii. Number of Policy
iii. Whether comprehensive or third party
iv. Amount of any “Excess” clause.

2.30 Medical Reports

In cases where persons are seriously injured, the Police or any Government Agency shall be expected to convey victims to the nearest hospital and the Executive Director, Sierra Leone Roads Safety Authority will also be required to write to the Chief Medical Officer asking for a medical report in duplicate on the injured persons, stating the degree of incapacity, if any, and whether temporary or permanent.

2.31 Ministry of Labour, Employment and Social Security Reports

If the incapacity is permanent or the injury is fatal, the Executive Director will also write to the Ministry of Labour, Employment and Social Security asking them to obtain details of any injured person’s address, next of kin, dependants, place of work and a statement of salary signed by the employer.

2.32 Prompt submission of Reports

The Inspector General of Police, the Chief Medical Officer and the Ministry of Labour, Employment and Social Security will ensure that these reports are forwarded in duplicate without delay so that any claims by or against Government can be settled promptly. The Police report should not be held up

pending the result of any court case brought against one or other party. The Inspector General of Police should however, advice the Executive Director, Sierra Leone Road Safety Authority of the outcome of any such case as soon as judgment is given.

2.33 Claims by Government

Where it appears prima facie that the other party is at fault the Executive Director will inform his Insurance Company of the possible liability for the cost of repairs of the Government vehicle or vehicles and compensation for injuries to persons stating the amount of the claim. As soon as all appropriate reports have been received, he should forward them to the Ministry of Transport and Aviation with a covering memorandum describing the damage to the Government vehicle, the cost of repairs and giving any other details of the accident which might be useful.

The Ministry of Transport and Aviation will then forward the papers to the Attorney-General asking that he should assess the amount to be claimed from the Insurance Company in consultation with the Sierra Leone Road Safety Authority and pursue the claim. The Attorney General will request the Insurance Company or owner to pay the claim to the Accountant General who will credit any payments for damage to the vehicle to the appropriate head and sub-heads in their revenue estimates. Any amount in respect of injuries to persons will be placed on deposit and paid out in due course to the person concerned or in the case of a person killed to his executors. The Attorney General will take legal proceedings to recover such claims if this should be appropriate.

2.34 Examination of damaged vehicles

Where a private vehicle is damaged in an accident, the Executive Director, Sierra Leone Road Safety Authority will have it examined forthwith by a competent officer of his department. The officer will without delay submit a report in duplicate, listing the damage and giving an estimate of the probable cost of repairs and of the pre-accident value of the vehicle. This should be based on the original cost, less depreciation for age, mileage and general condition, all of which should be stated in his report. The examining officer should sign the report.

2.35 Claims against Government

Any claim for compensation against Government in respect of a road accident should be forwarded to the Executive Director, Sierra Leone Road Safety Authority in the first place. The Executive Director will acknowledge the claim and ensure that all the appropriate reports have been collected with the least possible delay. As soon as these have been received, he will forward one copy together with a copy of the claim to the Ministry of Transport and Aviation stating whether in his opinion the claim is reasonable as regards cost of repairs and loss of use. If the private vehicle involved is comprehensively insured, he should also state whether there is a “knock-for-knock” agreement with the Insurance Company concerned.

The Ministry of Transport and Aviation will then forward the papers to the Attorney-General for legal advice as to Government’s liability and then to the

Ministry of Finance for approval of the compensation payment if such a payment is recommended by the Attorney-General.

Where the claim has been submitted by Counsel on behalf of the claimant the Attorney-General will take all appropriate actions with the counsel concerned, if possible negotiating a settlement not exceeding the amount recommended by the Sierra Leone Road Safety Authority. If Counsel does not accept the negotiated settlement and wishes to take legal proceedings, the Attorney-General should make arrangements for the case to be defended by a State Counsel.

Where the claim has been submitted by a private individual or company the Executive Director, Sierra Leone Road Safety Authority will inform the claimant of the amount authorized by the Attorney-General. If the claimant does not accept the compensation awarded and wishes to take legal action the Executive Director will so inform the Ministry of Transport and Aviation who will again submit the papers to the Attorney General for appropriate action

In any case, when the amount of compensation has been agreed, the Permanent Secretary, Ministry of Transport and Aviation will make out a payment voucher in favour of the claimant or the deceased's executor, chargeable to the appropriate head and sub-head under the respective vote. He will then forward this voucher to the Accountant-General through the Ministry of Finance for countersignature and will inform the claimant accordingly. The Ministry of Transport and Aviation must have a vote head for claims and compensation for accidents.

2.36 Exemptions

Rules 2.2, 2.3, 2.4, 2.5, 2.6, 2.16 and 2.24 which apply to all government Departments/Ministries/Agencies/Projects shall not be applicable to:

a. His Excellency the President's pool vehicles
b. The Honourable Vice President
c. Military vehicles
d. Prisons
e. Fire Services
f. Ambulance
g. Police vehicles
h. Doctors on call using Government vehicles

Officers in charge of exempted Government vehicles listed above should put in place strict internal controls to prevent misuse of such vehicles.

CHAPTER 5
MISCELLANEOUS

1. FORMAT FOR ADVERTISEMENT FOR VACANT POSTS

Job Title: ……**Salary Grade**……..

MDA ……..

Reports to …….. **Supervises** ……..

Nature and Scope of Work:

Main Duties:

Requirements

a. Age

b. Educational/Professional Qualification:

c. Experience

Competencies:

i. Technical:

ii. Managerial:

Key Deliverables:

Training:

Prospects:

OATH OF OFFICIAL SECRECY

I ……Pin Code……...
Designation……
Ministry/Department/Agency:……
hereby affirm that I am aware that I should not divulge any classified or confidential information gained by me as a result of the position I hold in the Civil Service to any unauthorized person, either orally or in writing without the prior official approval in writing of my Head of Department or the Director-General, Human Resource Management Office, to whom written application should be made for such approval.

I understand also that I am liable to be prosecuted if I publish without official sanction any information I may acquire in the course of my tenure of office in the Civil Service (unless it has already officially been made public) or retain without official sanction any code word, password or any sketch, plan, model, article, note or official documents which are no longer needed for my official duties.

Name:……
Signature:……
Date:……..

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