

MISSION STATEMENT

To be part of the global regulatory systems by making consumer education, protection, quality of service and fair competition amongst operators our golden rule.

To be a leading Telecommunications Regulator in Africa by meeting the full range of regulatory challenges and always seeking the best interest of all stakeholders.

VISION

Transparency, Integrity, Fairness, Industry Participation, Resourcefulness and Awareness

OUR VALUES

1.0 PREFACE

Welcome to the 2012 Annual Departmental Report of the Corporate Resources Management Department (CRMD) which succinctly highlights the operations, activities and accomplishments of the Department during the period under review.

The year 2012 purposefully took account of the challenges of the previous years; and, on the back of those challenges, the CRMD undertook strides which intended strategic outcome were largely leveraged by the desire to improve upon the performances of the department during the previous years. The key targets for the department were geared towards the overall improvement and enhancement of employee welfare and the responsive capacity of the Commission in meeting the judicious utilization and allocation of the limited resources to both its internal needs and external responsibilities.

In short, the timely, qualitative and expedient deliverability of the department to all concerned stakeholders in the ICT business-Government, Board, Employees, Sister organizations, Business partners, International organizations, community and the general citizenry-was the utmost strategic goal of the Corporate Resources Management Department during the period under review.

2.0 About the Department- Corporate Resources Management (DCRM)

2.1 STRATEGIC MANDATE

To create a dynamic and congenial working atmosphere, foster a cohesive and productive human Capital network where the capacity, competence and capability of employees are enhanced through management-by-objectives so that the strategic drive of the commission can be matched with the employee's desire through the maintaining of a system that is always proactive, rewarding, motivational, fairer, just and results-oriented.

2.2 Key Functions of the Department

The Corporate Resources Management Department (CRMD) is generally responsible for overseeing the day-to-day administrative functions of the Commission's Secretariat as directed by the Commission and to provide management for the physical assets and facilities of the Commission and the Commission's human capital. The CRMD also:

1. oversees the Commission's overall human resources and administrative policies;
2. helps in the effective administration of the Commission's human resources procedures and policies;
3. manages and implements the Commission's policies on remuneration, healthcare, pension and retirement, benefits and training, and other benefits as directed by the Director, CRM;

4. provides Information for both management and staff on pertinent human resources matters effected by the Board of Commissioners; design and implements training programs that promote the building of human capacity of the Commission and fostering of continuous improvements for the Commission’s personnel;
5. provides administration for a comprehensive terms and conditions of service and incentive packages for staff and management;
6. helps to administer a career development framework together with a staff performance management system for the staff of the Commission;
7. develops and manage an effective information technology infrastructure for the execution of the Commission’s mandates; oversee the internal information technology needs of the Commission;
8. develops and manage an effective information technology infrastructure for the execution of the Commission’s mandates;
9. identifies and manages the physical assets and estate of the Commission, and ensure the security of the Commission’s assets and information.

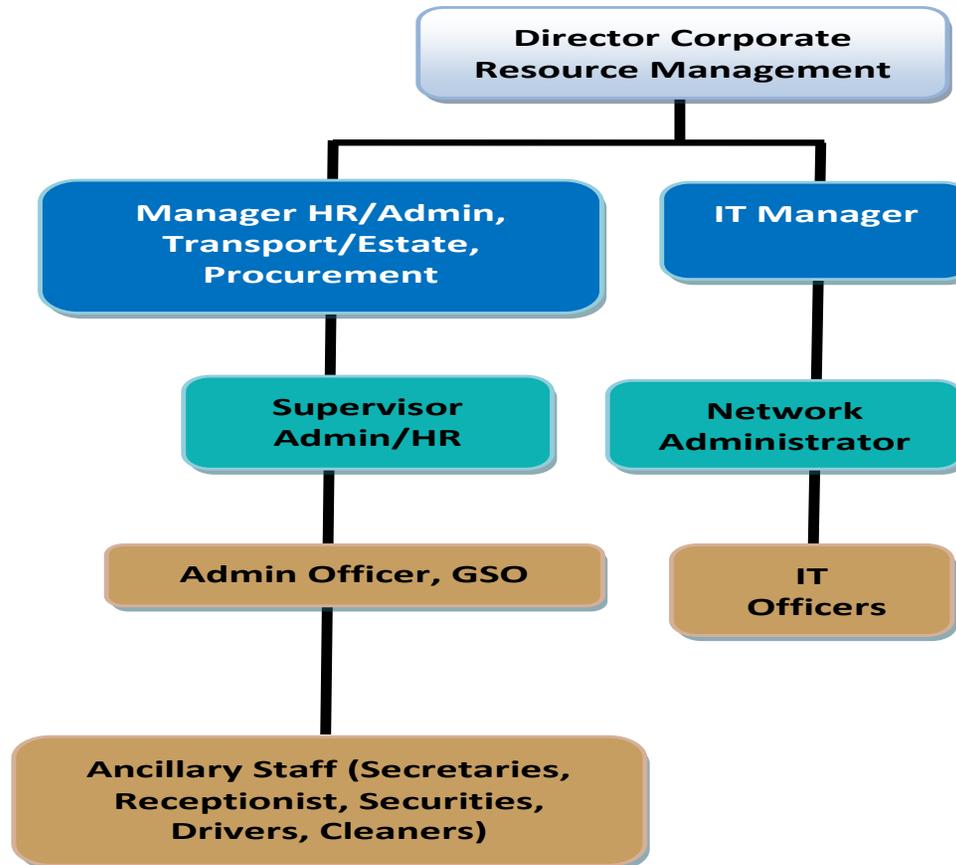
2.3 Composition

Name	Designation
Dr. Abass H. Kamara	Director
Mr. Duramany K. Tarawally	Manager Admin/HR
Mr. Abu Bakarr Tarawallie	Procurement Manager
Mrs. Hannah Bangura	Transport and Estates Manager
Ms. Patricia A. Thoronka	Supervisor, Admin/HR

Ms. Esther Sesay	Procurement Officer
Mr. Osman Larry Fofanah	Protocol Officer
Mr. Alhassan Bendu	Administrative Officer
Mr. Foday Kanu	General Services Officer

3.0

Departmental Organogram



4.0 SYNOPSIS OF STRATEGIC ACTIVITIES ACHIEVEMENTS DURING THE PERIOD UNDER REVIEW-2012

In order to provide a workable framework that was very supportive of the Board, Senior Management and Employees and to enable them perform their responsibilities with the degree of professionalism and efficiency required; the Corporate Resources Management Department, during the year 2012, undertook a wide range of activities:

4.1 Support in form of logistical provisions to all ICT programmes undertaken by the Commission:

The year 2012 was very eventful for the Commission both in terms of the activities and the myriad nature of these activities. The department provided substantial logistical support to all other line departments in undertaking their respective departmental functions and responsibilities especially in the facilitation processes of providing vehicles, expediting the preparation of outdoor allowances (DSAs), travelling contingencies, human resource support and other necessary logistics.

The CRM department provided such support for well over eighty programmes to include, but not limited to, hosing of the West African Telecommunications Regulatory Assembly's 10th Annual General Meeting; hosting of the Commonwealth Telecommunications Organization's *Connect Rural Communities in Sierra Leone*; setting up of five ICT facilities in the provincial areas of Kambia, Koidu, Makeni, Mile 91, and Pujehun, training of the girl-child in computer literacy in western rural district in Waterloo and Tombo, hosting of the Gambian Public Utilities Regulatory Authority, commissioning of the Africa Coast to Europe(ACE) fibre optic submarine cable and the construction of a Terrestrial and Micro wave link.

Whilst the CRMD was not the principal initiator of the above programs; yet in view of its administrative responsibility to create a congenial and smooth working environment and operational processes for the Commission, the CRMD was inclined at all times-on prudent requests from the line departments-to provide full logistical support for the implementation and actualization of the above projects in such areas as procurement of equipments, resources provision, facilitation, etc.

4.2 Zonal Offices

The Corporate Resources Department in tandem with the Consumer Industry Relations and Public Affairs (CIPA) Department provided the requisite support to the six Zonal Offices in Bo, Moyamba, Kono, Kenema, Makeni and Port Loko to make them effectively operational. Increasingly, these Regional Offices continue to positively impact consumers in those areas in terms of enhancing their understanding of the regulatory functions of the Commission and empowering them through strategic consumer education and monitoring activities

4.3 Leasing of Land by the Commission for the construction of a state-of the earth ICT Village and Facility and Office Space:

One of the key benchmarks of the **2011 Performance Tracking Table Implementation** set up Government for NATCOM was for the construction of a state of the earth ICT village and facility and office space.

In recognition of this requirement and to target its materiality, the CRMD worked in earnest with the office of the Director-General to seek the leasing of a 5.5 plot of land at South Ridge Hill from the Ministry of Lands and the Environment. For the said purpose, this overture led to an interactive meeting between the Boundary-One Southbridge Community and NATCOM represented by the CRMD.

The CRMD was able to justify the need for a corporate social responsibility package which was made available by the Commission and which at a meeting was presented to the key stakeholders of the Boundary-One Southbridge community; namely, the school, the Councilor, Imam, Pastor, Chief and Youths, in order to thank them for the concession to provide NATCOM the access to build such ICT facility within their environment.

4.4 Staff Welfare matters and Benefits: The Corporate Resource Department ensured that all Staff Welfare matters and benefits were adequately addressed during the period under review: Improved medical Services by the retainers; the payment of Annual

Rent, Leave and Transport Allowances; payment of three bonuses and other related honorarium given to staff in recognition of their extra effort in accomplishing their assignments.

4.5 Creating an Enabling Working Environment

The CRMD recognizes that an enabling working environment is always a conduit for successful staff performance and organization efficiency. To that end, the CRMD undertook the following:

- Expansion and creation of offices spaces in the Head Office to reduce some of the routine distractions employees experience from unnecessary external intrusions;
- Procurement of new computers;
- Procurement of new furniture to replace broken ones;
- Relocation of the server room to a more accessible venue;
- Strengthening the security of official documents of the Commission by providing safe and secure locks;
- Purchase and installation of a new 200KV plant to complement the one in operations which was regularly breaking down;
- Purchase of six new generators for the six Zonal Offices;
- Purchases of six motor bikes for the Supervisors of six Zonal Offices in order to capacitate their movements to more interior parts to identify problems in their unserved and underserved localities;
- Increased number of spaces for industrial attachment students from different tertiary institutions across the country;
- Participate in many national programmes such as the Attitudinal and Behavioural Change campaign, university forums, public workshops, independence anniversary, dialog with NASSIT, interactive sessions with some women's forums, diplomatic community like the United States Embassy, local institutions, MDAs and NGOs like Plan International, ONS, the National Army, The Sierra Leone Police especially on Cyber Security and the National Emergency Call Centre Toll free line 112;
- Support to the National electoral Commission for the purchase/temporal rental of VSAT for the 2012 Multi-tier elections and the provision of expert resource person from the department's IT Unit to oversee the programme;

- Support to the community through the provision of water supplied by the Commission's bowser during times of emergency;
- Token logistical and financial support to the community-organizations like the mosques, churches, local tribal authorities, youth groups;
- Support to local development initiatives such as women cleaning the environment;
- Full payment of inherited electricity bills and the Installation of pre-paid meter;
- Re-roofing of the Commission structure to salvage the year in-year out leakages during the raining seasons;
- Installation of a security network camera within and around the Commission premises;
- Upgrading the time reporting system from the traditional signing-on attendance book to the digital system of bio-metric clocking for easy reference and analysis; and,
- Designed a project proposal for the installation by PCL of the Microsoft Dynamic GP2013 data management system at all concerned departments like Finance, Corporate Resources Management department; Audit, etc.

4.6 Capacity Building (Training, Seminars and Workshop)

In a bid to enhance a career development as provided in the Commission's Employee Handbook, develop and motivate employee capacity through training for greater output; the CRMD introduced a new training and educational advancement framework which was predicated on training needs identification, staff performance management system, and employee appraisal for the enhancement of capacity building. It ensured that employees, except otherwise, would now be exclusively scheduled for training rather than conferences or seminars.

This scheme led to the training of Commission Officials, for all cadres, as provided for in the Employee Hand. Hence, the Commission facilitated training for its human resources capital both locally and internationally through conferences, study tours, seminars and workshops in different countries around the world and within local institutions in the country. There were well over eighty of such training undertaken by Commission Officials across the board.

4.7 Audit and Management of the Zonal/ Regional Offices: A yearly audit of the Zonal offices was carried by the Senior Internal Auditor and a Staff of the CRMD-the Admin/HR Manager. The two weeks exercise Audit all accounting records vis-à-vis petty cash and fuel supplies, conduct an inventory of the Commission's fixed assets located within the control and premises of the Zonal Offices, conduct an inventory of stationary and other consumables, carry out a needs assessment exercise as a precursor to developing a quarterly budget for the Zonal Offices, examine the attendance records of staff, collect appraisals and update employees' files, and Look into any other matter that may arise in the course of the audit.

5.0 Other Routine Activities:

Routine activities during the period under review were regularly undertaken as summarized below:

- Improving on Records management/ filing system and documentation
- Development and expansion of the Commission's Recruitment policy
- Development Departmental organograms to highlight current positions occupied, vacant positions and future personnel needs, job rotations, redeployments, and succession planning;
- Evaluated jobs to ascertain job grade and pay structure
- Conducted a training needs assessment to identify personnel training
- Organized health and safety workshops and introduce sound Health and Safety policies
- Organized HIV and AIDS workplace training and First aid training
- Organized Performance management training and define periods of performance review
- Introduced the use of formal accident reporting
- Reviewed the current tools used for performance appraisal

- Undertook systemic Vehicle maintenance routines
- Procured one additional plant and developed a servicing maintenance model for the existing Generator
- Maintenance of offices and utilities
- Undertook workforce planning
- Streamlined employment and procurement procedures
- Developed a series of guide manual on administration and human resources, compensation management, employment integration, industrial relations, and employee and employers relations.

6.0 Staffing Grid and Matrix for the period 2012-2013

Year	On roll	retention	Attrition	disciplinary	Dismissal	Death	resignation	Training Multiple- external and local	promotions	Transfers- cross-lateral	recruitment	Study leave
2012	92	91	1	5	None	1	3	147	5	7	7	None