1.1 About this Manual

About this manual and how to navigate it.

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Welcome...

...to the Human Resource Manual for Teachers and School Leaders in Sierra Leone

ENTER

This manual aims to address the needs of all those with important Human Resource (HR) responsibilities including school leaders, teachers, education committee members and others working for the teaching service by providing concise explanations, practical instructions and the tools required to execute HR tasks.

The manual introduces: the fundamental principles guiding modern HR; a strategic approach to HR, where HR supports the achievement of strategic policies and goals in the education sector; improved HR processes; and an emphasis on employee welfare and well-being, including motivation, health and safety, and the work environment.

- **Digital Manual**: Browse the digital manual online.
- **How to use the manual:** Guidance on how to navigate the manual, search options, printing and downloading pages etc for computer and smart phone.
- **PDF Manual:** View and download a PDF of the manual.
- **Forms and sample letters:** Find and download HR forms.
- **Best Practice:** Links to all guidance and advice that appears in the manual. It is based on best practice in modern HR and includes suggested processes where TSC systems are currently under development.

NOTE: The TSC is continuously updating HR processes and procedures therefore it is important to check back regularly.

Purpose

The Human Resource Manual for Teachers and School Leaders, in short the HR Manual, aims to address the needs of all those with important Human Resource (HR) responsibilities including school leaders, teachers, education committee members and others working for the teaching service, by providing concise explanations, practical instructions and the tools needed to execute HR tasks. The HR Manual is administered by the Teaching Service Commission (TSC) as an instrument to fulfil its mandate for managing teachers in Sierra Leone. The TSC updates and makes changes to the manual whenever needed.

It provides guidance on the rules and procedures governing teachers and school leaders as employees of the teaching service, such as what to expect as an employee of the teaching service, what is expected in return, how to apply for jobs in the teaching service, promotion, transfer, leave, separation from service, and the processes involved.

The manual introduces: the fundamental principles guiding modern HR; a strategic approach to HR, where HR supports the achievement of strategic policies and goals in the education sector; improved HR processes; and an emphasis on employee welfare and well-being, including motivation, health and safety, and the work environment.

The manual has been developed to be available in paper and digital format to increase accessibility. The printed version will be available at all TSC-DO offices. The online version is accessible on computers, tablets and smartphones. All pages from the online version can be printed, including HR forms and sample letters, which can be downloaded, printed, completed in hardcopy, scanned and submitted as attachments to e-mails. For instructions go to How to use this manual.

Objectives

Long-term objective (Impact)

- To improve the quality of teaching in primary and secondary schools through effective, competent, motivated and (job) satisfied teachers.

General objectives (Outcome)

- To provide a comprehensive HR system for the teaching service which operationalises the National Teacher Policy for Sierra Leone.
- To ensure professional, proficient, merit-based, transparent, equitable, unbiased and fair HR management of teachers that is timely, accurate, and effective.
- To ensure HR practitioners in the teaching service have the knowledge, skills and attitudes to carry out HR tasks to a high professional standard.
- To enhance modern strategic and people oriented HR in the teaching service.
- To enable users of the manual to easily find and access key information and instructions on teacher human resource management and the required forms, including online via computer, tablets and smartphones.

Immediate objectives

To inform HR non-specialist practitioners and employees in Sierra Leone's Teaching Service:

- **WHY** HR functions are important
- **WHAT** the main rules are in teacher personnel management
- **WHO** is responsible for HR activities
- **HOW** to carry out HR procedures and the steps involved
- **WHERE** to seek further information
- Best practices and modern trends in HR to keep the user updated on latest developments
- Provide **FORMS** and **SAMPLE LETTERS** required to complete HR transactions.

Who the manual is for

- All teachers, school leaders and other staff working within the teaching service
- Non-HR specialists with important HR functions, responsibilities and tasks especially in the districts including:
  - School leaders
  - Members of Committees and Boards engaged in HR services for teachers.
- TSC staff, particularly those based in TSC district offices
- HR specialists who wish to have an overview of HR in the teaching service and a tool for guidance and instruction of the users whom they supervise.

How to use this manual

The HR Manual is available in print and digital format. The guidance below is for digital users.

Site structure

The manual is split into three levels. View the <mark>site map</mark>.

Sections: The manual is split into 7 sections.

Sub-sections: Each section includes one or more sub-section.

Pages: Each sub-section contains pages.

Instructions

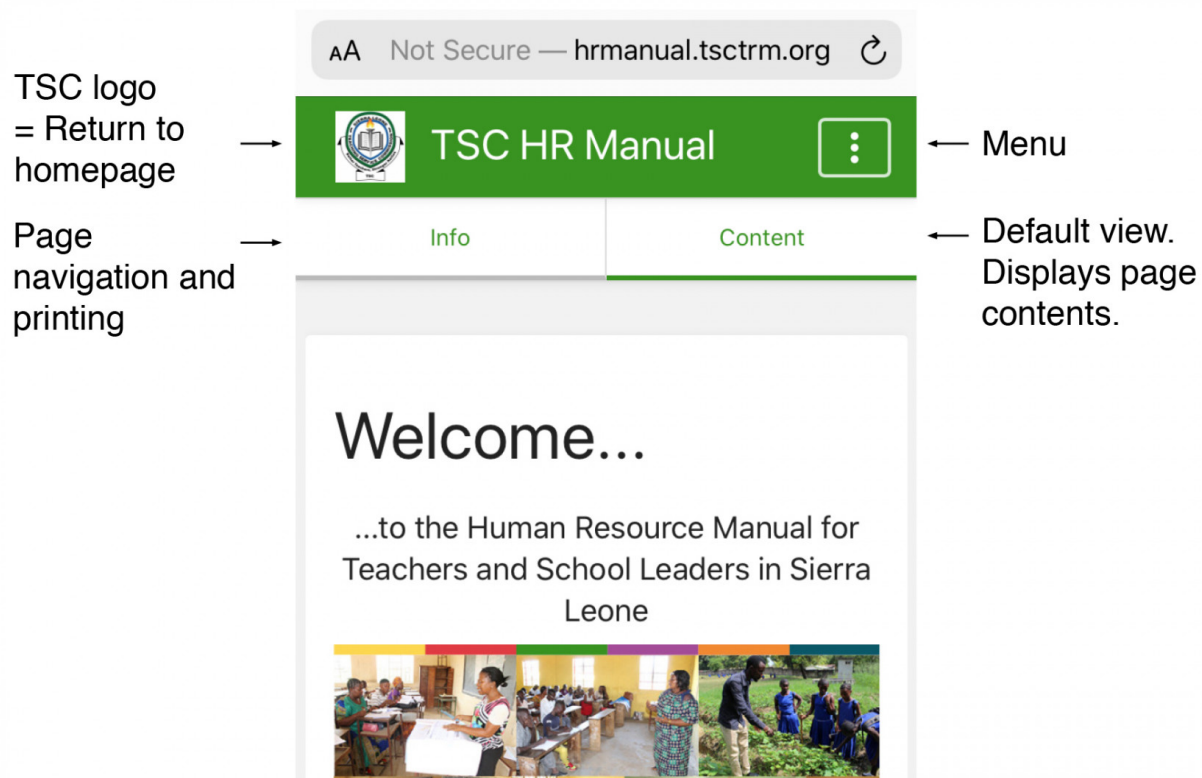Guidance on how to use the digital manual including navigation, search and printing.

- Mobile Phone Users
- Computer / Tablet Users

Mobile Phone Users

1. Navigation
2. Search
3. Print / Download
4. Forms

1. Navigation

Home page
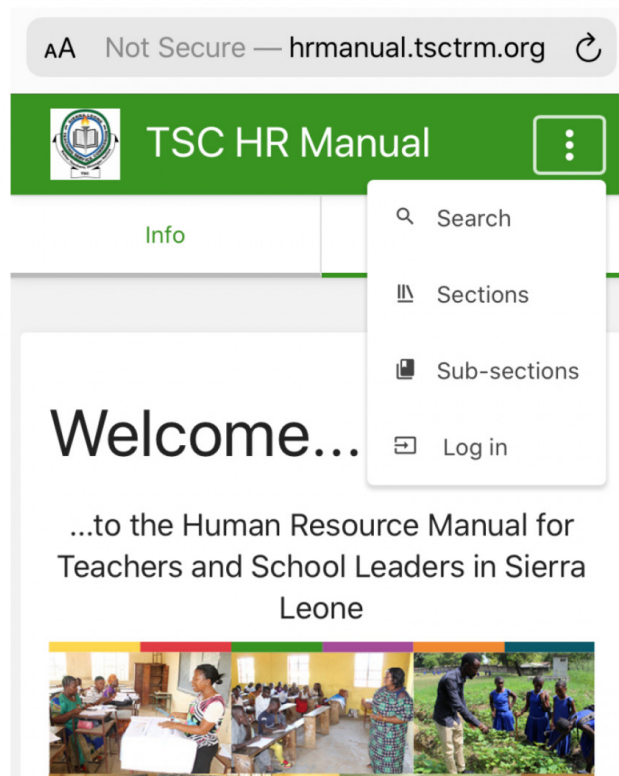
TSC logo = Return to homepage →

← Menu

Page navigation and printing →

← Default view. Displays page contents.

AA Not Secure — hrmanual.tsctrm.org ↻

TSC HR Manual ⋮

Info   Content

Welcome...

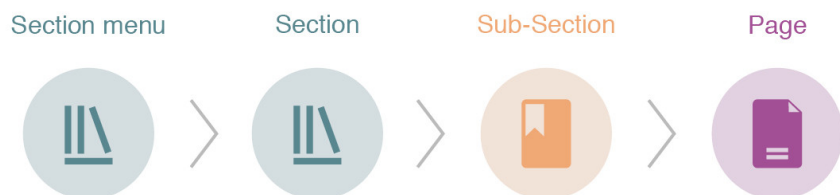...to the Human Resource Manual for Teachers and School Leaders in Sierra Leone

Moving through sections, sub-sections and pages

Use the drop down menu to go to sections and sub-sections.

As you move through the manual, breadcrumbs will appear at the top of the screen.

Section menu   Section   Sub-Section   Page

> Tap an icon to return back to the sub-section, section or section menu.

> Tap on a grey arrow to reveal a drop down menu. Enter a key word to search the section or sub-section. Or scroll down to select another page or subsection (depending on which arrow you select).
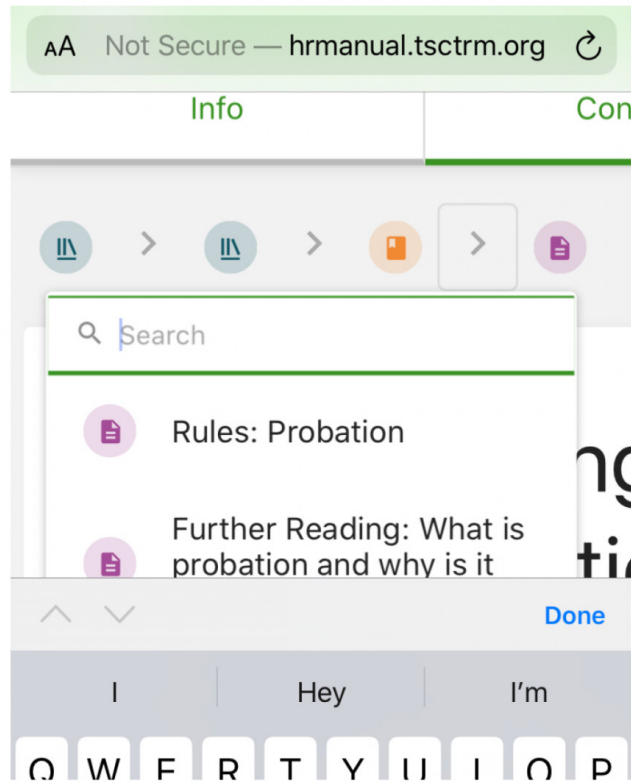
> Tap *Info* on any page to reveal page and subsection navigation.

2. Search

The search option allows you to search the manual. Select search from the drop down menu, type in a key word and press go / enter.

3. Print / Export
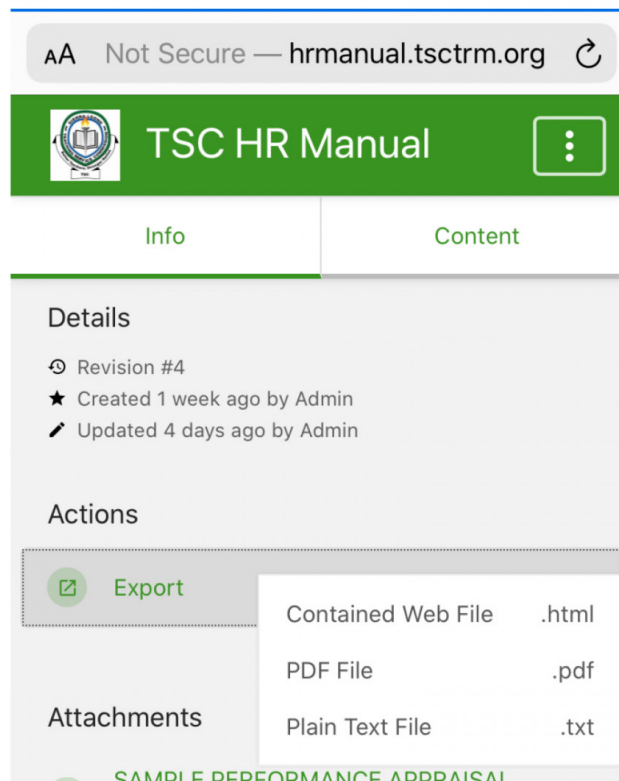
To export a page for print:

> Go to the page you want to print.

> Tap *Info*.

> Select *Export.*

> Select *PDF file*.

> Select *Download*

4. Forms

All forms are listed on the Forms page

> Select a form.

> Select *View* or *Download*
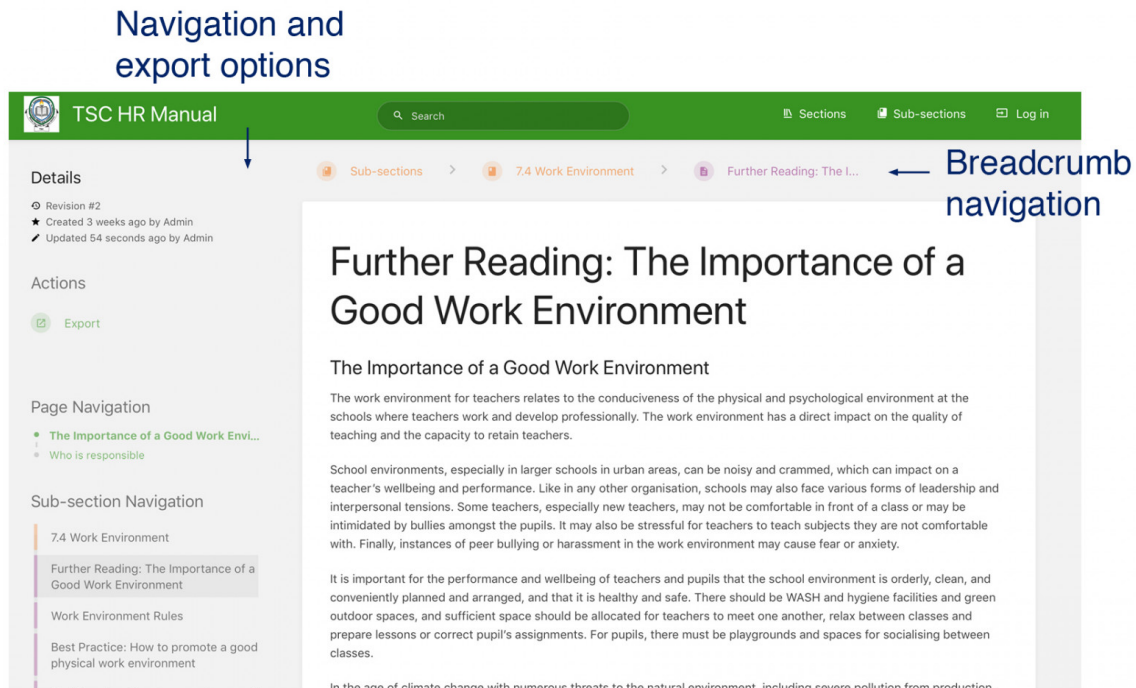
Computer / tablet users

1. Navigation
2. Search
3. Print / Download

4. Forms

1. Navigation

Navigation options are visible on all pages.

2. Search

> Type in a key word in *Search* at the top of the page and press go / enter.

3. Print / Export

> Click on *Export* on the left of the page.

> Select *PDF file*. Download.

4. Forms

All forms are listed on the Forms page

> Select a form. It will automatically download a Word document.

Methodology

The methodology applied in the preparation of this manual is based on considerable engagement with stakeholders and future users, including TSC district staff, school leaders, senior teachers, SLTU managers and others representing the teaching service. The National Teacher Policy (TSC, 2019) and the departmental structure and tasks of the TSC have served as a framework.

The methodology included:

1. Needs assessment
2. Development of the manual concept
3. Identification of the HR functions to be included
4. Design of the structure
5. Examination and inclusion of TSC Policies
6. Research on and inclusion of modern HR function i.e. strategic and people-oriented HR
7. Input into the contents by future users and stakeholder from relevant Sierra Leone institutions
8. Preparation of the draft HR Manual
9. Lay-out, design and editing
10. Feedback, validation and adjustments at different stages
11. Digitalisation of manual and HR forms
12. Testing
13. Training of superusers and TSC managers and professionals
14. Dissemination and distribution.

Best Practice

The HR Manual includes guidance and advice based on best practice in modern HR, including suggested processes where TSC systems are currently under development.

Teachers and school leaders are encouraged to read these pages to find out more about best practices ahead of implementation of new TSC systems.

All learning pages are labelled 'Learn' and can be found in the relevant sections of the manual. They are also linked below:

Teacher Workforce Planning

- General criteria for forecasting teacher workforce
- How to attract and retain teachers

Teacher and School Leader: The Jobs

- Contents of a job description
- How to use a job description
- How school leaders may enrich a teacher's job

Recruitment

- How to use the recruitment SCORE SHEET
- How to conduct a successful job (or promotion) interview

Probation and new in job

- How to welcome a new teacher into school
- How to evaluate a teacher on probation

Promotion

- How to use the promotion SCORE SHEET

Teacher Education

- How to arrange and supervise student practice

Induction Programme

- How to mentor a teacher in his or her new job

Continuous Professional Development

- The CPD Cycle
- How to assess the learning needs of teachers
- Identification of training and non-training solutions
- Strategies for addressing learning needs
- How to analyse the cost-effectiveness of alternative strategies
- How to plan a learning event
- How to design an effective CPD training course
- How to manage and administer a learning event
- How to deliver an effective CPD training course
- How to assess effectiveness of a learning event
- How to evaluate the results of a learning event
- Follow up on a training course
- Out of the classroom, on-the-job or spare-time learning
- How to initiate self-directed learning

Performance Appraisal

- How to set criteria for performance

Motivation

- How to motivate teachers for high performance

Equal Opportunities

- How to uphold Equal Opportunities in schools
- How to deal with discrimination

Occupational Health & Safety

- How to secure health and safety in schools
- How to prepare in case of an accident in school
- How to manage stress
- How to report poor occupational health and safety

Work Environment

- How to promote a good physical work environment
- How to promote a good psychological work climate
- How to protect the natural environment in schools

Download the HR Manual (PDF version)

Click here to download or view below

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