



Republic of Liberia
CIVIL SERVICE AGENCY

P.O. Box 9019
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*Office of the
Director General*

October 8, 2013

TO ALL CIVIL SERVANTS:

With compliments, I wish to extend my sincere gratitude for your adherence to proper work ethics and dedication to the values of the civil service of the Government of Liberia.

As you may be aware, HE President Sirleaf is spearheading a series of reforms across the Liberian civil service. With this letter, the Civil Service Agency wishes to share with you the details of the reforms and the progress to date.

The purpose of the reforms is to improve service delivery for the Liberian people, ensure the modernization of the public sector, and enhance the success of the Agenda for Transformation (Aft). As such, the reforms will focus on three (3) key issues: (1) Optimizing the size of government; (2) Rationalizing the pay scale and the wage bill; and (3) Professionalization of the civil service workforce.

In line with the objectives of the reforms, the Civil Service Agency wishes to communicate three key accomplishments:

First, the Civil Service Agency recognizes that to bring about the real change and improvements in service delivery that we strive to see, each Ministry, Agency, and Commission is ultimately responsible for improving policies, procedures, and structures, and changing behaviors and attitudes. As such, the Civil Service Agency has kindly requested all Institutions to establish an Internal Reform Committee (IRC). The IRC is a small group of change leaders, who will provide guidance and technical leadership in design and implementation of the reforms, consider necessary implementation actions, as well as monitor and evaluate implementation progress. Please contact the HR Department of your Institution to find out which of your colleagues is on the IRC.

Second, the Civil Service Agency has developed a roadmap that outlines the four (4) phases of the reforms: (1) Determine eligible staff for Pension/Retirement (25 years or more of service; 65 years or more of age); (2) Voluntary Separation; (3) Contractors and Consultants; (4) Redirected Workers. These phases will vary from ministry to ministry, particularly for the Ministries of Education and Health & Social Welfare, where there are licensed and certificated civil servants. Where variation to the proposed roadmap is needed, the Internal Reform Committees will be consulted for buy-in and suggestions.

In line with the roadmap, the Civil Service Agency has begun an analysis of civil servants who are eligible for Pension/Retirement in 2014. As such, the Civil Service Agency has requested Personnel Listings from all government Institutions. The analysis will also include approximate costs to the Government of Liberia of pensioning these workers. As Government, we value the lifelong service of all public servants and we are working towards the day, hopefully soon, when a civil servant can retire with honor and dignity through a well-deserved pension package.

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Third, the Civil Service Agency is in the midst of analyzing the different pay structures within the civil service. We understand that the current system of base salary and allowances creates confusion among us, and more transparency and consistency have been too long delayed. As such, the Civil Service Agency has hired a payroll consultant from the World Bank to analyze the different sources of pay and to conduct private sector wage surveys. Combined, these series of analyses should point us towards a rational salary system that attracts and retains talent, rewards those who work hard, and provides wages that all civil servants can proudly bring home.

We at the Civil Service Agency assure you that the Government of Liberia is committed to your growth and development as a civil servant. We recognize your hard work and dedication to this country, and we commend you for your enthusiasm for these reforms.

Further, the Civil Service Agency is here to ensure that your rights as a civil servant, as codified in the Standing Orders of the Civil Service, are upheld throughout the reforms.

Should any questions or concerns arise, we invite you to speak with the HR Department of your Institution.

With assurances of the highest esteem.

Sincerely,


George Kronisanyon Werner
DIRECTOR GENERAL