



**Statement Delivered by Josiah F. Joekai, Jr., Director-General of the Civil Service Agency, at the Regular Press Briefing of the Ministry of Information, Cultural Affairs and Tourism (MICAT)**  
**Hon. Jerelimick M. Piah, Minister of Information, Cultural Affairs, and Tourism**  
**Hon. Darlington A. P. Smith, Deputy Director General for Human Resource Management and Policy of the CSA**  
**Hon. Dahnu Mianyen., Deputy Director General for Administration of the CSA**  
**Other Esteemed Officials of Government and Special Guests**  
**Our Distinguished Fourth Estate**  
**Ladies and Gentlemen**

On behalf of the Civil Service Agency, I extend profound thanks and appreciation to Minister Jerelimick M. Piah and the Ministry of Information Cultural Affairs and Tourism family for allowing the Civil Service Agency to use this great platform to update the Liberian people on the state of affairs of the public service.

In our last press briefing, we announced that the Weah administration left us with an excessively bloated payroll encompassing 67,746 personnel across 103 governmental spending entities. This translates to an alarming average monthly wage expenditure of US\$23,543,874.64. In addition to this already strenuous financial burden on the government, from January 1st to December 31st, 2023 alone, we also lost US\$6.1 million spent on independent consultants and consultancy firms.

As a result of this grave situation, the payroll is inundated with a huge number of ghosts, unqualified individuals serving in critical positions, and individuals who did not complete

their Personnel Actions Notices in keeping with the Civil Service Act, the Civil Service Standing Orders of 2012, and the Revised Human Resources Policy Manual of 2014. This grave situation has significantly incapacitated the public service, weakening its performance and productivity. This critical national issue requires urgent and immediate attention. The CSA is on course with ongoing civil service reform efforts to address these critical national issues.

First and foremost, the Personnel Action Notice (PAN) is the employment instrument the Civil Service Agency uses to hire, promote, replace, and/or transfer a civil servant. Civil servants play a crucial role in the functioning of government systems and the delivery of public services. Personnel Action Notices (PANs) are essential documents that outline the employment status, responsibilities, and benefits of individual employees.

However, a concerning issue has emerged: many civil servants do not have PANs or possess incomplete PANs, leading to administrative and legal challenges. The CSA is of paramount concern about the implications of irregular PANs among civil servants and the importance of regularizing these documents.

We have identified approximately 19,600 civil servants across various government Spending Entities who were put on the government's centralized payroll in 2019 and do not have PANs. Similarly, an estimated 20,405 employees possess incomplete PANs from payroll activities from 2019, giving us 40,405 individuals on the payroll whose statuses are not regularized.

This discrepancy raises serious concerns regarding the lack of proper documentation and adherence to established procedures within the civil service. Without valid and complete PANs, employees may face uncertainties regarding their employment status, entitlements, and career progression.

The absence or incompleteness of PANs among civil servants can have far-reaching consequences on both individuals and the overall efficiency of government operations. Some key implications include legal vulnerability, administrative inefficiencies, and lack of accountability. For example:

- Employees without PANs risk facing legal challenges regarding their employment rights, benefits, and responsibilities. Incomplete PANs may also lead to disputes in job classifications, salaries, and promotions.
- Improper documentation can hinder the effective management of human resources within government agencies. It may result in delays in processing employee benefits, performance evaluations, and disciplinary actions.

- Incomplete or missing PANs make tracking and monitoring civil servants' performance and conduct difficult. This lack of accountability can undermine transparency and integrity within the civil service.

In light of this development, the CSA has requested all Heads of government Spending Entities to ensure that employees who were added to the payroll during the period of July 2019 to December 2023, “and whose status has not been regularized by the Civil Service Agency work with their respective Human Resource Directors to proceed to the Civil Service Agency and have their Personnel Action Notices (PAN) properly processed within a grace period of ninety (90) days, beginning April 2 to June 30, 2024”. The Spending Entities must provide a comprehensive personnel listing as a prerequisite to processing each employee's PAN.

We encourage all Spending Entities to take note of the 90-day period and have their respective Human Resource Directors coordinate with their corresponding analysts at the CSA to address these issues. The CSA has the equipped specialized team to handle the influx of Spending Entities that will begin PAN proceedings with our Employment Service Division. Established guidelines and procedures are in place for issuing, maintaining, and updating PANs for all civil servants.

As you may recall, on 16 February 2024, the Civil Service Agency, under the direction of Mr. Alfred Drosaye, then Officer-in-Charge, in collaboration with the Ministry of Finance and Development Planning, temporarily frozen select human resource operations. This measure was necessary to maintain order in how spending entities moved staff around, especially when most entities were still controlled by officers-in-charge.

We will not lift the entire freeze. Today, we are lifting the freeze **ONLY FOR DIRECT REPLACEMENT**. The freeze on new hires and transfers will be lifted after the General Auditing Commission (GAC) conducts the Payroll Compliance Audit. The Civil Service Agency has reached this decision because a significant percentage of GoL Spending Entities has been staffed with the appropriate statutory heads.

The Civil Service Agency wishes to emphatically remind all heads of spending entities that in reference to Chapters 3 & 4 of the Standing Orders for the Civil Service, 2012, all the following human resource movements must meet the approval of the Director-General before implementation: Intra & inter-agency transfers; Promotions or demotions; Direct replacements and Change of employee's payroll account details.

With the exception of the last bullet point listed supra, all human resource actions must duly be processed using the appropriate Personnel Action Notices (PAN) as required by Section 35 of the Civil Service Revised Human Resource Policy Manual of September 2014. Furthermore, I am pleased to announce the following actions taken so far by the CSA as

part of the ongoing payroll clean-up process:

- The Civil Service Agency recorded Twenty-Seven (27) direct replacements in December. This category primarily includes instances where existing employees departed from their roles for reasons such as death, resignation, or transfer to other departments. To ensure continuity and efficiency in operations, Spending Entities can replace these departing individuals with candidates possessing the requisite skills and expertise at the same salary as the departing employees. The direct replacement processes were executed through the official CSA email chain and Personnel Action Notices (PAN) as the law requires.
- Sixteen (16) employees were processed through reinstatement. Reinstatement typically involves returning employees from serving a suspension for abandonment, political leave, and issues of insubordination and attendance. After being blocked by the CSA, the concerned Spending Entity will request that the offending employee be reinstated and removed from “blocked” after the punishment period expires. This action is directly communicated to the CSA through a formal communication addressed to the Director-General.
- In December 2023, fifteen (15) new hires were made to violate former President George Weah’s Presidential Directive of December 18th, 2023. The new hires were primarily from the Liberia Land Authority (LLA) and the Ministry of Finance & Development Planning (MFDP).

The new hires were also conducted through emails requested by the LLA and MFDP. Consequently, the Eight (8) employees from the LLA are blocked and removed from the payroll. Unfortunately, the MFDP had already approved its payroll, meaning the additional seven (7) employees from the Ministry will be blocked as of April 2024 and subsequently removed from the payroll. The identification process of new hires in December at various Spending Entities continues.

- The CSA is mandated to monitor all civil servants’ performance. In this regard, attendance is critical to ensure the evaluation of performance. Accordingly, the Civil Service Standing Orders Section 5.1.2 “All Agency Heads shall maintain attendance records and submit a monthly report to the Agency (CSA) on the approved Revised Attendance Report Form. The Attendance Report Form shall reach the Agency (CSA) on or before the tenth day of the month following the period covered by the report.” This form can be obtained in soft copy by your Human Resource Directors (HR) from the Research Strategic Planning, Monitoring & Evaluation Division at the CSA.

However, many spending entities are either not reporting timely or are not reporting at all.

In this regard, the CSA will, as of April 2024, hold HRs accountable for not submitting attendance reports in accordance with the law.

- The CSA has blocked and removed 41 individuals representing ghosts who were illegally on the Liberia Land Authority Payroll from the payroll.
- We have meticulously drafted comprehensive policy guidelines to transform the selection, employment, and management of independent consultants and consultancy firms across the government. This policy, the Cabinet will review and adopt the policy, after which it will be formally launched by His Excellency, President Joseph Nyuma Boakai, Sr., marking a significant departure from the immediate past corrupt consultancy practices.

The Government of Liberia, led by His Excellency President Joseph Nyuma Boakai, Sr., is steadfast in its commitment to transparency, accountability, and good governance in public finance management. Therefore, the CSA is fully committed and dedicated to attaining the ARREST Agenda and will take all the necessary steps in accordance with the law to reform and professionalize the Public Service for improved performance and productivity.

**Thank you!**