

*“Civil Servants at the center of the CSA services”*

# Civil Service Agency

Republic of Liberia  
Ensuring Merit & Efficiency in the Public Service

EJS Ministerial Complex  
Congo Town  
MONROVIA, LIBERIA

## SERVICE DELIVERY CHARTER



*Revised November, 2024*

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## **I ABBREVIATIONS AND ACRONYMS**

<b>ALTD</b>	Assets, Logistics, and Transport Division
<b>CSA</b>	Civil Service Agency
<b>CMTD</b>	Career Management & Training Division
<b>CPRU</b>	Communications & Public Relations Unit
<b>CSOs</b>	Civil Society Organizations
<b>CSRD</b>	Civil Service Reform and Policy Division
<b>DDGAF</b>	Deputy Director General for Administration & Finance
<b>DDGHRMP</b>	Deputy Director General for Human Resource Management & Policy
<b>DG</b>	Director General
<b>ESD</b>	Employment Services Division
<b>FD</b>	Finance Division
<b>GASSD</b>	General Administration & Services Division
<b>GOL</b>	Government of Liberia
<b>GRU</b>	Grievance Unit
<b>HR</b>	Human Resource
<b>HRD</b>	Human Resources Division
<b>HRMISD</b>	Human Resources Management & Information System Division
<b>ICTD</b>	Information and Communication Technology Division
<b>INGOs</b>	International Non-Governmental Organizations
<b>LSD</b>	Legal Services Division
<b>MACs</b>	Ministries, Agencies and Commissions
<b>MSD</b>	Management Services Division
<b>MSDTWC</b>	Management Services Division and its established Technical Working Committee
<b>NGOs</b>	Non-Governmental Organizations
<b>OHSD</b>	Occupational Health & Safety Division
<b>PANs</b>	Personnel Action Notices
<b>PAO</b>	Principal Administration Officer
<b>PD</b>	Procurement Division
<b>RSD</b>	Regional Services Division
<b>RSPM&amp;ED</b>	Research, Strategic Planning, Monitoring & Evaluation Division
<b>SC</b>	Service Charter
<b>SDC</b>	Service Delivery Charter
<b>SEs</b>	Spending Entities
<b>WD</b>	Welfare Division

## **2 FOREWARD**

Dear Customers,

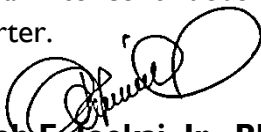
We are pleased to present to you the Civil Service Agency (CSA) Charter for the forthcoming five years 2024-2029. The Service Charter (SC) will serve as a guide to the public and civil servants. This calls for consistent provision of quality service to our customers. The CSA has developed the charter based on the results of the institutional Performance Assessment report and its five-year strategic plan 2024-2029.

The SC outlines the service standards set to serve our stakeholders better. The Charter spells out customer’s rights and CSA obligations and states the mutual expectations to be upheld in that relationship. The CSA is fully committed to meeting these standards and would be accountable for each commitment contained in the Charter. As we move along, we expect our standards to improve and increase institutional performance.

The CSA has put in place systems that will facilitate on-line registration for most services with high demand, including testing, and recruitment to ensure customer satisfaction. To facilitate this, the CSA will be web-enabled. Furthermore, the CSA is in an advanced stage of establishing a call center (free line call). The center will be managed by skilled staff during working hours.

The CSA is committed to the enhancement of services rendered to the public and civil servants through continuous improvement of its operations. This way, the Agency will raise its service standards and address the needs of the public and civil servants, respectively. Nevertheless, CSA will be pleased to receive sincere feedback from its customers to enable us improve our services.

The CSA also recognizes that the delivery of quality services can only be achieved through a motivated professional workforce. The Agency shall therefore continue to invest in its staff and re-train them on a continuous basis. By outlining its commitments to you, the Agency is seeking to match its quality of service to customers’ needs and satisfaction. The CSA therefore looks forward to continuous support from the public as it embarks on implementing this Service Charter.



**Josiah F. Joekai, Jr., Ph. D.**  
**Director General**

### **3 ACKNOWLEDGEMENT**

My sincere appreciation goes to USAID-GEMS that supported the development of this Charter. The success of this Charter would not have been possible without the technical knowledge of the International Institutional and Strategic Consultant Mr. Jules Sebahizi.


Accordingly, our sincere appreciation goes to the President of the Republic of Liberia, His Excellency, President Joseph N. Boakai Sr., through whose signature initiative, the Performance Management and Compliance System (PMCS), this requirement for service excellence was instituted. Our profound appreciation also goes to the Director General of the Cabinet, Hon. Nathaniel T. Kwabo, and the staff of the Cabinet Secretariat, for their guidance and support with this noble initiative.

The update of this Charter would not have been possible without the vital technical assistance from the Management Services Division and its established Technical Working Committee (MSDTWC), at the institutional level.

Our appreciation also goes to the following committee members for their valuable contribution and input to the development of this Charter. Your consistent focus and efforts have brought remarkable progress with the successful completion of this project.

1. Mrs. Dorothy Meatee-Kiepeeh, Director, Management Services Division (MSD)
2. Atty. Denise J. Suah, Director, Legal Services Division (LSD)
3. Mr. Isaac G.F. Gorvego, Director, Research, Strategic Planning, Monitoring, and Evaluation Division (RSPM&ED)
4. Mulbah K. Yorgbor, Jr., Director, Civil Service Reform and Policy Division
5. Mr. Ignatius A. Geegbae, Deputy Director for Performance Management, Management Services Division (MSD)
6. Mr. Julius S. Parker, Jr., Deputy Director for Client Services and Standard, Management Services Division (MSD)
7. Mr. George Fabio Collins, Technical Assistant-Office of the Deputy Director General for Administration & Finance (DDGAF)
8. Mr. Joe G. Greaves, Technical Assistant-Office of the Deputy Director General for Human Resource Management & Policy (DDGHRMP)
9. Mr. Joseph N.N. Swen, Head of Communications & Public Relations Unit (CPRU)
10. Mr. Prince Weekes, Director, Procurement Division, (Focal Person-PMCS)
11. Mr. Mark K. Paye, (Focal Person-PMCS)
12. Mr. Sekou F. Kanneh, Deputy Director for Monitoring & Evaluation, Research, Strategic Planning, Monitoring, and Evaluation Division (RSPM&ED), (Focal Person-PMCS)
13. Mr. Tisdell Yarkpah, Director, Asset, Logistics & Transport

Finally, our deepest appreciation goes to our many hardworking and dedicated staff, particularly the frontline employees, who represent the Civil Service Agency daily in interfacing with our valued customers and providing quality services to meet their needs and expectations. Your efforts and professionalism will bring to life the spirit of this Service Delivery Charter.

Dahnu Mianyen   
Deputy Director-General for Administration & Finance

## **4 INTRODUCTION**

The Civil Service Agency (CSA) is an organ of the Government of Liberia (GoL). It is independent of all other Ministries and Agencies of the Government and serves as the central government agency responsible for managing the Civil Service. It is responsible for improving human resources capacity, service delivery and thereby enhancing the effectiveness and efficiency of the Civil Service. CSA also ensures high quality service delivery in a cost-efficient manner.

The Service Delivery Charter (SDC) for the CSA therefore, constitutes a social contract, commitment and agreement between GoL, public servants and citizens of Liberia. It sets out the CSA and customers’ responsibilities to improve performance and quality of services to citizens; enhances and fast-tracks the delivery of services to improve the lives of our people; and enables service beneficiaries to understand what they can expect from their civil service, and forms the basis of engagement between CSA and citizens across all sectors.

## **5 1.1 Rationale**

The rationale for the update of the CSA Service Charter is to meet the current-day reality. This SDC will guide the delivery of quality services to the people and ensure optimal utilization of limited resources in the shortest time possible. The Charter explains what Civil Service Agency is supposed to provide in terms of services, as well as eligibility conditions for accessing these services. The charter will also serve as a benchmark to assess the Civil Service Agency’s performance, as defined by our mandate and the GOL’s development plan.

The charter explains CSA’s mandated services and eligibility conditions for accessing services. The charter serves as a benchmark by which CSA performance is defined in its 5-year strategic plan. The SDC shall allow CSA to:

- i. Define the services offered by CSA to the citizens of Liberia;
- ii. Outline the service standards that underpin the service offered by CSA;

- iii. Inventory the commitments of CSA as employer towards civil servants; and
- iv. Specify commitments/obligations of civil servants to citizens.

## **6 I.2 Objectives**

The objectives of the CSA charter are to:

1. **Enhance Service Delivery Culture:** Foster a culture of high standards and responsiveness within the institution, ensuring that public services are delivered effectively, efficiently, and professionally.
2. **Clarify Roles and Responsibilities:** Define the responsibilities of the institution and service users, helping to set clear expectations and promoting accountability on both sides.
3. **Promote Accountability and Transparency:** Strengthen accountability by openly stating service standards, timelines, and processes, and by providing mechanisms for feedback and redress when standards are not met.
4. **Encourage Continuous Improvement:** Establish a foundation for ongoing improvements to service quality, informed by citizen feedback and periodic reviews of institutional performance.
5. **Strengthen Public Trust:** Build and maintain public confidence in the Civil Service Agency by demonstrating commitment to service excellence and addressing public needs with integrity and fairness.
6. **Support National Development Goals:** Align institutional service delivery with the Government of Liberia’s broader goals for development, good governance, and citizen engagement.
7. **Combat Corruption and Promote Ethical Standards:** Reinforce ethical standards in public service, reduce opportunities for corruption, and promote fair and equitable treatment for all citizens.

This Service Delivery Charter serves as a framework to fulfill these objectives, ensuring that the Civil Service Agency operates with transparency, reliability, and a focus on citizen-centered service.

## **7 I.3 Scope**

This Service Delivery Charter (SDC) applies to all departments, offices, and staff members of the Civil Service Agency encompassing both central and regional levels. It is intended to guide all personnel in delivering consistent, high-quality public services to the citizens of Liberia, aligning with the standards and commitments outlined within this document.

Specifically, this Charter covers:

- I. All Service Locations:



- This includes the central office, regional offices, and any sub-national offices that provide public services on behalf of the Civil Service Agency.
2. All Service Personnel:
- The SDC applies to all staff, from frontline service providers to senior management, who interact with the public or contribute to service delivery.
3. All Public Services Provided by the Institution:
- Each service offered by the Civil Service Agency falls under the standards and commitments described in this Charter. It defines expected service levels, timelines, and customer care practices for all public-facing services.
4. Interactions with All Service Users:

The Charter governs the institution's interactions with all clients, including citizens, businesses, and organizations that seek or utilize services from the Civil Service Agency.

This Charter establishes a unified approach to service delivery across all levels and locations of the Civil Service Agency, ensuring that every citizen receives the same high standard of service, regardless of location or point of contact.

## **8 WHO ARE WE**

The Civil Service Agency was established in 1973 by an Act of the Legislature to increase efficiency in the civil service and also act as the central personnel agency of Ministries Agencies and Commissions (MACs).

The CSA is independent from all other MACs and is the central government agency responsible for managing the Civil Service. It is responsible for improving the human resources, service delivery, effectiveness, and efficiency of the Service, which entails planning human capacity needs, recruitment and selection, training and development, performance management, and career development of civil servants. Additionally, the CSA provides policy advice to the Government of Liberia in key areas of the Civil Service including organization, staffing, pay and benefits, pension, conditions of service, and human resources development. Ultimately, the CSA ensures that the Liberian civil service is competent,

professional, and motivated; that it meets the workforce needs of the government, and that it delivers quality, efficient services to the people of Liberia.

### 8.1 2.1 Vision

The vision of the CSA is to be a highly professional, well-resourced Civil Service, characterized by *effective and efficient service delivery in support of Liberia’s Public Sector Human Resource Development.*

### 8.2 2.2 Mission

The Mission of the CSA is to build a vibrant Civil Service that delivers seamless Policy Reforms across Government while enhancing performance, training, and General Personnel Welfare.

### 8.3 2.3 Values

**The CSA core values are:**

<b>Accountability</b>	
<b>Efficiency</b>	
<b>Effectiveness</b>	
<b>Integrity</b>	
<b>Merit</b>	
<b>Transparency</b>	

## I. OUR CUSTOMERS

The Civil Service Agency is committed to serving a wide range of customers who rely on our services for various needs. Our customers or beneficiaries are essential to our services and all service beneficiaries who are required to enjoy our services offered. Direct beneficiaries or target groups of our services offered include but are not limited to the following:

## 9 Citizens of Liberia

- All Liberian citizens, regardless of background, who seek services provided by the Civil Service Agency

## 10 Residents and Non-Citizens

- Individuals residing in Liberia who may require access to certain public services offered by the Civil Service Agency

## 11 Government Entities

- Other national, regional, and local government agencies, ministries, and commissions that collaborate with or depend on our services for public administration and governance.

## 12 Businesses and Private Sector Organizations

- Companies, non-profits, and other private sector entities that engage with the Civil Service Agency for permits, licenses, compliance, or other regulatory services.

## 13 Development Partners and International Organizations

- International organizations, NGOs, and development partners working with the Government of Liberia who depend on our services and information for project planning, implementation, and policy support.

## 14 Civil Society Organizations (CSOs)

- Advocacy groups, community organizations, and other CSOs that partner with or engage with the Civil Service Agency to support transparency, accountability, and citizen rights.

## 4 OUR COMMITMENT TO YOU

The **Civil Service Agency** is dedicated to providing high-quality, efficient, and transparent services to all our customers. We are committed to upholding the following standards to ensure that every interaction is productive, respectful, and responsive to your needs, including:

- ❖ The right to review and appeal;
- ❖ The right to file a complaint;
- ❖ The right to privacy and confidentiality;
- ❖ The right to get full information (freedom of information) where applicable; and

- ❖ The right to access services, and facilities in a manner that meets customer needs.

## **15 4.1 Service Guarantee**

To fulfill our service guarantee to you, we are committed to having well-trained and supportive staff and to developing and maintaining an open and accountable culture that is fair and reasonable in dealing with our customers. In this regard we will provide you with high-quality services: We will:

- ❖ Identify ourselves when we speak to you;
- ❖ Seek to understand your requirements;
- ❖ Listen actively and act responsively to your demands;
- ❖ Personalize our services to fit client’s specific needs;
- ❖ Treat you with respect and courtesy and maintain confidentiality where required;
- ❖ Provide timely, accurate, clear, and relevant information or guide you to find it;
- ❖ Stand in with care and diligence as we prepare responses according to the code of conduct;
- ❖ Refer inquiries we cannot answer to appropriate institutions;
- ❖ Present our response to your inquiry within 72 hours;
- ❖ Ensure that our telephone directory is known to customers;
- ❖ Ensure that our website is easy to use and captures all institutional features;
- ❖ Ensure that all our services meet a well-defined civil servant need.

In providing our services, we will perform the following:

- ❖ To greet everyone who meets us at the CSA offices;
- ❖ To treat your concerns as our concerns; and
- ❖ To greet everyone who meets us at the CSA offices;
- ❖ To treat your concerns as our concerns; and
- ❖ To follow up on everything.
- ❖ Be courteous;
- ❖ Willingly assist you and be responsive to your needs;
- ❖ Treat you fairly and professionally;
- ❖ Be sensitive to diversity issues; and
- ❖ Be accountable and adhere to sound administrative practices
- ❖ Explain our services and deliverables to you;
- ❖ Aim to meet your expectations;
- ❖ Demonstrate technical and professional competence in providing the services; and
- ❖ Respect and maintain customer confidentiality.

## **16 4.2 Service Standards**

The **Civil Service Agency** upholds specific standards of service excellence to ensure that our commitments are met consistently. These standards include:

## **17 Timely Responses:**

- Answer phone calls within three rings.
- Respond to emails and written inquiries within five business days, and within working hours.
- Acknowledge receipt of complaints within 48 hours and provide updates throughout the resolution process.

## **18 Professional Conduct:**

- Treat every customer with respect, fairness, and dignity.
- Offer clear, accurate information, avoiding technical jargon to ensure understanding.
- Adhere to best practices in customer service, including follow-ups to confirm satisfaction.

## **19 Accessibility and Inclusivity:**

- Make services available to all citizens, including provisions for individuals with disabilities or special needs.
- Provide information through multiple channels (e.g., online, in person, by phone) to ensure accessibility for all.

## **20 Commitment to Continuous Improvement:**

- Regularly review our performance against established standards and adjust services based on customer feedback and new best practices.
- Conduct periodic assessments and seek customer input to refine and improve our services over time.

Our commitment to you is a promise of quality and reliability. We invite you to hold us accountable to these standards and to share your experiences so that we may continue to improve and serve you better.

The **Civil Service Agency** values your feedback and is committed to addressing any concerns promptly and effectively. Our feedback and complaints mechanism are designed to ensure that every citizen has a voice in improving our services. We welcome both positive feedback and constructive criticism to help us continuously enhance the quality of our service.

We encourage you to share your experiences with us, whether positive or negative, so that we may understand your needs and expectations better. You can provide feedback through the following channels:

## **21 5.1 Feedback Approach**

**In-Person:** Visit our customer service desk at any **Civil Service Agency** office, where a representative can assist you in submitting feedback.

**Online Form:** You can access our online feedback form on our website, <https://csa.gov.lr>, to submit your comments, suggestions, or experiences at your convenience.

**Email:** Send us an email at [csa@csa.gov.lr](mailto:csa@csa.gov.lr), and we will acknowledge receipt within 48 hours.

**Suggestion Boxes:** Use suggestion boxes available at all of our service locations to submit anonymous feedback.

### **21.1 Submitting a Complaint**

If our services do not meet your expectations or if you encounter any issues, please feel free to file a complaint. We are committed to addressing all complaints with urgency and transparency.

## **22 How to File a Complaint:**

**By Phone:** Call us at **0770076606** or **0886929251** to speak directly with a representative who will document your complaint and assist you with the next steps.

**Written Complaint:** Submit a complaint through a written communication and should be submitted within 15 working days to the Office of the Director-General.

**Complaint Form:** Access and fill out our online complaint form on our website at <https://csa.gov.lr>.

## **23 Complaint Handling Process:**

1. **Acknowledgment:** We will acknowledge receipt of your complaint within 48 hours.
2. **Investigation:** Your complaint will be assigned to the relevant department for investigation. We will contact you if additional information is needed.
3. **Resolution:** We aim to resolve complaints within 30 days. If a resolution requires more time, we will provide you with regular updates.
4. **Follow-up:** After resolution, we may follow up with you to ensure satisfaction and receive any additional feedback.

### **23.1 Escalation Process**

If you are not satisfied with the initial resolution, you may request an escalation to higher authorities within the Civil Service Agency. We are committed to addressing escalated complaints with diligence to ensure a fair outcome.

## 24 Confidentiality and Anti-Retaliation

We handle all complaints and feedback with confidentiality and respect. Your feedback will not affect your access to services or result in any form of retaliation. We are committed to creating a safe environment for citizens to voice their concerns.

This feedback and complaints mechanism enables us to hear from you, respond effectively, and improve our services continuously. We value your input and are dedicated to providing the best possible service to the public.

### 2. WHERE WE ARE LOCATED

As a government Agency, we operate at national and regional levels; our services are decentralized at county and district levels. The Civil Service Agency is committed to providing accessible services to all citizens, with multiple locations to serve the public effectively. Below are the main locations, contact information, and operating hours where our services can be accessed.

CENTRAL DEPARTMENTS	PHYSICAL LOCATION	CONTACT PHONE	CONTACT EMAIL
Office of the Director-General (DG)	4th Floor, RM 519, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-777-811-687	<a href="mailto:josiahfjoekaijr@gmail.com">josiahfjoekaijr@gmail.com</a> <a href="mailto:jjoekai@csa.gov.lr">jjoekai@csa.gov.lr</a>
Office of the Deputy Director General for Human Resource Management & Policy (DDGHRMP)	4th Floor, RM 517, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-770-428-150 +231-886-534-489	<a href="mailto:dsmith@csa.gov.lr">dsmith@csa.gov.lr</a>
Office of the Deputy Director General for Administration & Finance (DDGAF)	4th Floor, RM 516, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-770-619-153	<a href="mailto:dmianyen@csa.gov.lr">dmianyen@csa.gov.lr</a>
Principal Administration Officer (PAO)	4th Floor, RM 516, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-770-545-482	<a href="mailto:adrosaye@csa.gov.lr">adrosaye@csa.gov.lr</a>
Civil Service Reform and Policy Division (CSRPD)	4th Floor, RM 524, CSA, EJS Ministerial Complex, Congo Town, Monrovia, Liberia	+231-777-750-001	<a href="mailto:mkyorgborjr@gmail.com">mkyorgborjr@gmail.com</a> <a href="mailto:myorgbor@csa.gov.lr">myorgbor@csa.gov.lr</a>
General Administration & Services Division (GASD)	4th Floor, RM 520, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-770-128-332	<a href="mailto:ejallah@csa.gov.lr">ejallah@csa.gov.lr</a>
Occupational Health Safety Division (OHSD)	4th Floor, RM 514, CSA, EJS Ministerial Complex,	+231-777-490-658	<a href="mailto:cwatkins@csa.gov.lr">cwatkins@csa.gov.lr</a>

*“Civil Servants at the center of the CSA services”*

	Congo Town, Mon. Liberia		
Communications & Public Relations Unit (CPRU)	4th Floor, RM 513, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-880-393-981	<a href="mailto:jswen@csa.gov.lr">jswen@csa.gov.lr</a>
Legal Services Division (LSD)	3rd Floor, RM 425, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-776-503-167	<a href="mailto:dsuah@csa.gov.lr">dsuah@csa.gov.lr</a>
Research, Strategic Planning, Monitoring & Evaluation Division (RSPM&ED)	3rd Floor, RM 423, CSA, EJS Ministerial Complex	+231-886-552-786	<a href="mailto:igorvego@csa.gov.lr">igorvego@csa.gov.lr</a>
Management Services Division (MSD)	3rd Floor, RM 418, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-886-870-998	<a href="mailto:dkiepeeh@csa.gov.lr">dkiepeeh@csa.gov.lr</a>
Welfare Division (WD)	3rd Floor, RM 419, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-777-568-721	<a href="mailto:rjohnson@csa.gov.lr">rjohnson@csa.gov.lr</a>
Employment Services Division (ESD)	3rd Floor, RM 424, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-777-755-251	<a href="mailto:rkallon@csa.gov.lr">rkallon@csa.gov.lr</a>
Human Resource Management & Information System Division (HRMISD)	3rd Floor, RM 424, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-776-465-671	<a href="mailto:abassey@csa.gov.lr">abassey@csa.gov.lr</a>
Career Management & Training Division (CMTD)	3rd Floor, RM 426, CSA, EJS Ministerial Complex, Congo Town, Monrovia, Liberia	+231-886-522-567	<a href="mailto:cbroderick@csa.gov.lr">cbroderick@csa.gov.lr</a>
Regional Services Division (RSD)	3rd Floor, RM 422, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-886-843-961	<a href="mailto:skettor@csa.gov.lr">skettor@csa.gov.lr</a>
Procurement Division (PD)	3rd Floor, RM 433, CSA, EJS Ministerial Complex		
Finance Division (FD)	3rd Floor, RM 414, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-776-462-670	<a href="mailto:bvarney@csa.gov.lr">bvarney@csa.gov.lr</a>
Human Resources Division (HRD)	2nd Floor, RM 318, CSA, EJS Ministerial Complex	+231-886-528-833	<a href="mailto:akamara@csa.gov.lr">akamara@csa.gov.lr</a>
Information & Communication Technology Division (ICTD)	2nd Floor, RM 515, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-770-952-795	<a href="mailto:rbolay@csa.gov.lr">rbolay@csa.gov.lr</a>
Assets, Logistics & Transport Division (ALTD)	1st Floor, RM 232, CSA, EJS Ministerial Complex, Congo Town, Mon. Liberia	+231-777-191-017	<a href="mailto:tyarkpah@csa.gov.lr">tyarkpah@csa.gov.lr</a>



Regional office at Bong County	Gbarnga	+231-775-442-468	<a href="mailto:tjaiblai@csa.gov.lr">tjaiblai@csa.gov.lr</a>
Regional office at Grand Bassa County	Buchanan	+231-776-671-485 +231-8863-60003	<a href="mailto:rjonathandehsayynd@yahoo.com">rjonathandehsayynd@yahoo.com</a>
Regional office at Bomi County	Tubmanburg	00231-88647239 00231775229335	<a href="mailto:fgw198@gmail.com">fgw198@gmail.com</a>
Regional office at Grand Gedeh County	Zwedru	00231886563705 00231770407147	<a href="mailto:freddieder@gmail.com">freddieder@gmail.com</a>

### 3. DISAGGREGATED SERVICES PROVIDED BY DIVISIONS/UNITS

The CSA is a service delivery entity; and has defined “Service” as one of its core values. The effectiveness of Government is often measured by the quality of its services to the people. What are the services the CSA provides and how widely are these services utilized in the public domain? The CSA through its various directorates provides a variety of services to the public.

#### 25 Director General (DG)

The Office of the Director General is responsible for ensuring oversight, coordination, and liaising with all internal and external partners on matters relating to the CSA as defined by the act of 1973. In particular, the following are exclusive services offered by the Director General to civil servants and others. The code refers to the service delivery activities.

CODE	SERVICE DELIVERY ACTIVITIES
<b>DG-I01</b>	Develop and issue policy statements to the public
<b>DG-I02</b>	Sign and deliver civil servants' appointment letters
<b>DG-I03</b>	Grant political leave to civil servants aspiring for elected offices
<b>DG-I04</b>	Delete and/or dismiss civil servants on the payroll list
<b>DG-I05</b>	Reward and sanction civil servants
<b>DG-I06</b>	Provide continuous and cost-free services to all heads of Government of Liberia Spending Entities, Civil Servants, Public Servants, and Partners
<b>DG-I07</b>	Coordinate primarily with the MFDP in managing GoL payrolls in approving and disproving disbursement for personnel services
<b>DG-I08</b>	Regulate all conditions of employment
<b>DG-I09</b>	Make rules and regulations covering all personnel transactions
<b>DG-I10</b>	Implementing the CSA's policy and program activities
<b>DG-I11</b>	Oversee activities of all divisions/units within the CSA
<b>DG-I12</b>	Approval of Personnel Action Notices (PANs)
<b>DG-I13</b>	Authorized the blocking and unblocking of civil servants on the payroll

## 26 Deputy Director of Human Resource Management & Policy (DDGHRMP)

The Office of the DDG/HRMP is responsible to coordinate all human resource operations across all MACs, and is the key driver of all HR-related policies and focal person. Human Resources activities are directly managed by the DDG/HRMP. The Office of the DDG/HRMP coordinates and supervises the daily activities of eight (8) divisions of the CSA.

CODE	SERVICE DELIVERY ACTIVITIES
<b>DDG/HRMP-201</b>	Provide oversight and strategic guidance for all human resource operations across GOL SEs
<b>DDG/HRMP-202</b>	Sign and communicate the grievances committee decisions to civil servants
<b>DDG/HRMP-203</b>	Provide HR Guidelines for planning and budgeting to Ministries, Agencies, and Commission (MACs)
<b>DDG/HRMP-204</b>	Communicate HR policies and procedures to MACs; and Assist the DG to answer public questions related to Civil Servants Policies during Open Accountability Day
<b>DDG/HRMP-205</b>	Collaborate with all Human Resource Divisions of various departments of (MACs) to develop comprehensive HR plans, incorporating technical, functional, operational, and administrative tasks.
<b>DDG/HRMP-206</b>	Critically evaluate communications and Personnel Action Notices (PANs) for employment, promotion, and other HR-related matters across GOL spending entities, and advising the Director General on necessary actions.
<b>DDG/HRMP-207</b>	Ensure that there is full adherence to best practices in HR management, monitoring payroll and HR data for GOL spending entities, and providing technical support to the Director General
<b>DDG/HRMP-208</b>	Assist with grievance hearings, and assisting MACs political heads and employees with various HR issues
<b>DDG/HRMP-209</b>	Coordinate and oversee leave, pension and/or retirement procedures
<b>DDG/HRMP-210</b>	Supervise welfare-related services
<b>DDG/HRMP-211</b>	Lead the supervision of insurance and employees’ services
<b>DDG/HRMP-212</b>	Ensure smooth implementation of CSA regional services across the country
<b>DDG/HRMP-213</b>	Develop the roadmap for HR data collection and accurate reports for management decision making
<b>DDG/HRMP-214</b>	Coordinate the supervision of training and development of all Civil Servants through the Civil Service Training Center

## **27 Deputy Director General Administration and Finance (DDGAF)**

The Office of the DDGAF is responsible to regulate all activities within the CSA, especially when it comes to employment, finance, procurement, and other basic service facilitation.

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>DDG/AF-301</b>	Provide oversight and strategic guidance on administration and finance within the CSA
<b>DDG/AF-302</b>	Assist the DG to answer public questions related to Civil Service Policies during Open Accountability Day
<b>DDG/AF-303</b>	Ensure that there is fiscal control and compliance with PPCC regulations and administrative guidelines
<b>DDG/AF-304</b>	Developed CSA budget, make projections, design traveling reimbursement, setting up procurement of goods and services frameworks
<b>DDG/AF-305</b>	Supervise other internal activities such as telecommunications, IT, and inventory management activities, and assets management

## **28 Principal Administration Officer (PAO)**

The Principal Administrative Officer (PAO) is responsible to supervise and provide support in coordinating all divisions of the Civil Service Agency, provide leadership and guidance to successfully implement change and ensure improvements in performance standards and service delivery, Facilitate the integration of Human Resources Management Services to ensure renewal of the Civil Service on a continuous basis, and serves as Chief Technical Advisor to the Director-General.

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>PAO-401</b>	Provide technical support and supervision to all divisions
<b>PAO-402</b>	Sign administrative instructions and provide guidance for quality implementation and reporting
<b>PAO-403</b>	Develop Plan and Budget for the Annual Manpower Sessions. Prepare Schedule and Invite Spending Entities to participate in the Manpower Hearing Sessions. Conduct the Review of Establishment Posts for Spending Entities. Prepare and Submit Manpower Hearing Report
<b>PAO-404</b>	Conduct review of Contracts from Spending Entities for GoL Consultants. Develop and Review Consultancy Monthly Reporting Templates and Timesheets. Prepare Monthly Payroll for GoL Consultants
<b>PAO-405</b>	Develop Job Descriptions for all GoL Spending Entities.
<b>PAO-406</b>	Provide technical support to the Office of the Director-General, Deputy Director-General HRM/P, DDG Administration and all Divisions of the Civil Service.
<b>PAO-407</b>	Develop Plan and Budget for the revision of the Civil Service Standing Orders.

<b>PAO-408</b>	Prepare program structure for Induction Training and Oath Taking for all new Civil Servants
<b>PAO-409</b>	Assist in planning and budgeting for working sessions to review and consider actions for responding to audit findings and recommendations.
<b>PAO-410</b>	Prepare Placement Letters for Returned Students.
<b>PAO-411</b>	Provide technical support in conducting Merit-based Recruitment for Spending Entities and external stakeholders.
<b>PAO-412</b>	Prepare an Expression of Interest (EOI) to seek Financial and Technical support for the ongoing Civil Service Reform.

## **29 Civil Service Reform and Policy Division (CSRPD)**

This Directorate’s central functions are to coordinate, facilitate and provide leadership for public sector reform across the GOL. The key services are:

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>CSRPD-501</b>	Provide Program support to implementing Agencies (CSA, GC, LIPA)
<b>CSRPD-502</b>	Assist Project Component Managers in finalizing concept notes and budgets for all programs
<b>CSRPD-503</b>	Support and process all program requests under the approved project work plan
<b>CSRPD-504</b>	Coordinate the hiring of consultants and procurement of goods under approved projects
<b>CSRPD-505</b>	Plan and execute all events associated with reform
<b>CSRPD-506</b>	Make travel arrangements for project-related movements
<b>CSRPD-507</b>	Provide secretarial support/coordination for reform project-related meetings
<b>CSRPD-508</b>	Provide technical and resource support to IRC-MACs in line with the approved work plan
<b>CSRPD-509</b>	Arrange accommodation, visa, work permit for project consultant(s)
<b>CSRPD-510</b>	Book appointment (s) and supervise consultant’s engagements with MACs
<b>CSRPD-511</b>	Support and contextualize consultants’ deliverables and knowledge transfer activities
<b>CSRPD-512</b>	Support mobilization of resources for awareness and communication of reform activities
<b>CSRPD-513</b>	Provide technical know-how to ensure communication and change management activities under reform project
<b>CSRPD-514</b>	Inform stakeholders of the reform processes
<b>CSRPD-515</b>	Ensure inter-ministerial, donors, and civil society relations with reform activities

## **30 General Administration & Support Services Division (GASSD)**

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>GASSD-601</b>	Provide general administrative support to Management and staff of CSA
<b>GASSD-602</b>	Provide facility security support to staff, clients and other stakeholders

<b>GASSD-603</b>	Provide routine repair and maintenance services to air conditioning, furniture and other equipment
<b>GASSD-604</b>	Coordinate registry and mail services
<b>GASSD-605</b>	Provide Library services
<b>GASSD-606</b>	Coordinate ministerial activities and establish linkages with other govt. spending

### **31 Occupational Health & Safety Division (OHSD)**

This Division is responsible for ensuring the health and safety of employees in the workplace. The focus is primarily on protecting employees from accidents, injuries and exposure to harmful substances. The OHS provides the following key services: Health Risk Assessment, Wellness Program, Health Educations and training program, Crisis intervention and support/Mental health consideration, Health surveillance and collaboration with other stakeholders. The OMS offers on daily basis the following services to the civil servants.

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>OHS-701</b>	Safeguard workers’ well-being, prevent workplace injuries and illness
<b>OHS-702</b>	Evaluate the risk associated with employees’ health
<b>OHS-703</b>	Offer initiatives that encourage healthy behaviors at workplace
<b>OHS-704</b>	Provide training and health education for employees
<b>OHS-705</b>	Offer mental health supports and counseling for employees
<b>OHS-706</b>	Help employees reintegrate into workplace after a health-related absence
<b>OHS-707</b>	Work with management, employees, safety committees and external agencies to create a healthy and safe work environment

### **32 Communications & Public Relations Unit (CPRU)**

The Communications and Public Relations Unit of the Civil Service Agency (CSA) of Liberia plays a pivotal role in shaping and maintaining the public image of the agency while ensuring effective communication with all stakeholders. The unit operates with a broad mandate that encompasses a range of functions aimed at fostering transparency, engagement, and trust between the CSA and the public it serves.

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>CPRU-801</b>	Promote CSA initiatives and Policies
<b>CPRU-802</b>	Enhance Public Awareness
<b>CPRU-803</b>	Foster Positive Relationships with new and traditional media partners
<b>CPRU-804</b>	Provide media related support to the DG’s office and
<b>CPRU-805</b>	Provide press releases the public through various media

### 33 Legal Services Division (LSD)

The responsibility of the Legal Unit is to protect the rights and interests of the Civil Service Agency by defending, advocating and undertaking appropriate legal actions to promote the implementation of its policies.

CODE	SERVICE DELIVERY ACTIVITIES
<b>LSD-901</b>	Provide expert and strategic legal advice to management
<b>LSD-902</b>	Respond to complaints against the Civil Service Agency
<b>LSD-903</b>	Represent the Civil Service Agency during litigation
<b>LSD-904</b>	Answer queries on legal issues
<b>LSD-905</b>	Liaise with the General Services Agency (GSA) to ensure that lease agreements between CSA and lessors are prepared, signed and provided to all parties
<b>LSD-906</b>	Review contracts to ensure that agreements between Civil Service Agency and other parties are in conformity with laws and policies
<b>LSD-907</b>	Collaborate with the Ministry of Justice to make legal Representations on behalf of the CSA in court
<b>LSD-908</b>	Draft and review contracts and agreements to minimize risks and maximize legal rights of the CSA
<b>LSD-909</b>	Manage and maintain CSA’s agreement repository

### 34 Research, Strategic Planning, Monitoring & Evaluation Division (RSPM&E)

This Division provides services in Research, strategic planning, monitoring & evaluation. The following are services provided:

CODE	SERVICE DELIVERY ACTIVITIES
<b>RSPM&amp;E-1001</b>	Collaborate with reform and policy division to research and develop policies that addresses issues of modernization, manpower planning and emerging trends in HR policies affecting Civil Service work improvement
<b>RSPM&amp;E-1002</b>	Develops range of tools necessary for implementing new policies including training programs, manuals, learning aids and liaising closely with the division for employment services in putting together work plans for implementation of policy
<b>RSPM&amp;E-1003</b>	Undertakes policy research, identifying emerging trends in HR policy and practice and ensuring that all HR policies are supporting the Government’s priorities and also Provide regular statistical data indicating framework and indicators that are needed for decision making
<b>RSPM&amp;E-1004</b>	Provide M&E frame-work and indicators to program managers
<b>RSPM&amp;E-1005</b>	Provide civil service statistical data to policy makers and other users
<b>RSPM&amp;E-1006</b>	Collaborate with other divisions of the CSA to conduct research on programmatic areas
<b>RSPM&amp;E-1007</b>	Analyze attendance report received from spending entities and submit findings to senior management for decision making

### 35 Management Services Division (MSD)

The overall objectives of MSD are to undertake management reviews, operational audit and systems and operational studies of civil service institutions. It is also the objective of the Management Service Division to assist Ministries, Agencies and Commissions (MACs) to continuously strengthen their institutional capacities to enable them to deliver efficient and effective services. The Performance Management System (PMS) is the central part of MSD functions. The Division is also mandated to ensure the introduction of measures that engender effectiveness, tackle efficiency and wastage, and promotes productivity and the optimal utilization of available resources to implement Government’s priority development plans and programs. The following are key services offered to the public.

CODE	SERVICE DELIVERY ACTIVITIES
<b>MSD-I101</b>	Responsible for performance management across the entire civil service
<b>MSD-I102</b>	Develops and facilitates effective use of performance management tools
<b>MSD-I103</b>	Identifies performance management inputs and collaborates effectively with Research Strategic Planning, Monitoring and Evaluation Division to revise performance policy guidelines
<b>MSD-I104</b>	Develops performance rewards and sanctions framework for the civil service
<b>MSD-I105</b>	Ensures compliance to performance guidelines and performance agreements
<b>MSD-I106</b>	Establish the Clients Service Desk at CSA and collaborate with Ministries and Agencies to do same
<b>MSD-I107</b>	Responsible to track and manage the concerns of clients
<b>MSD-I108</b>	Facilitate the resolution of client’s concerns and problems and to provide rapid responses to client’s needs
<b>MSD-I109</b>	Collaborate effectively with the policy analysis and research section to conclude beneficiary/client surveys feedback from customers of the Civil Service
<b>MSD-I110</b>	Collaborate with Training and Development Section and other CSA Divisions in the provision of relevant training in customer service

### 36 Welfare Division (WD)

The Welfare Division is responsible for the overall well-being of civil Service Employees. Its objective is to improve the working conditions of staff, increase the office's overall working efficiency, boost employees' morale, and bring in a professionally cordial atmosphere. The Welfare division strives to establish confidence among staff, serves the cause of employees, and invests in promoting internal and external goodwill. This directorate looks into comprehensive welfare through diversified activities. It plays a vital role in increasing work-life balance, good health, fitness, hospitality, and social and economic well-being of all civil servants. The Division is also responsible for supporting active, redundant, and retired Civil Servants by ensuring they receive their appropriate entitlements such as leave, severance, and pension benefits. The following are the key functions and services provided to the public.

CODE	SERVICE DELIVERY ACTIVITIES
<b>WD-I201</b>	Receive, review, and respond to incoming welfare related correspondences/complaints
<b>WD-I202</b>	Process and disburse handshake package for retired employees in collaboration with the MFDP
<b>WD-I203</b>	Conduct pre-retirement counseling workshops for prospective retirees of GoL



<b>WD-1204</b>	Facilitate the enrollment of retired employees on the National Pension Payroll
<b>WD-1205</b>	Review leaves schedules and facilitate the awarding of leave to eligible civil servants
<b>WD-1206</b>	Prepare pension matrixes and vouchers requests for the payment of pension benefits to former Legislators, Sr. Public Servants and beneficiaries of those that are deceased
<b>WD-1207</b>	Undertake periodic reviews of LPA and micro loans payments and outstanding benefits
<b>WD-1208</b>	Manage all GoL LPA transactions and serves as its National Secretariats
<b>WD-1209</b>	Review insurance transactions as well as supervise claims in line with agreed policies
<b>WD-1210</b>	Provide individual counseling sessions for staff who are aggrieved and those interested in acquiring loans/credits
<b>WD-1211</b>	Collaborate with ESD to facilitate the execution of all monthly LPA, micro loans and insurance deductions
<b>WD-1212</b>	Assist in the development of frameworks for managing and improving all welfare related schemes
<b>WD-1213</b>	Assess employees’ needs and engage with progressive entrepreneurs to introduce different forms of credits
<b>WD-1214</b>	Calculate and process severance benefits for employees who are made redundant

### **37 Employment Services Division (ESD)**

The ESD provides three key services: Recruitment and Selection; Examination and Certification and updates Ministries/Agencies’ personnel lists through the Personnel Action Notice (PAN) process. The ESD offers on a daily basis, the following services to the people of Liberia:

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>ESD-1301</b>	Registration of candidates for the Civil Service Examinations
<b>ESD-1302</b>	Administer Civil Service Examinations (Monrovia)
<b>ESD-1303</b>	Review, process and align civil servants on Personnel Action Notices (PANs)
<b>ESD-1304</b>	Publish test results, after verification
<b>ESD-1305</b>	Provide Personnel Listing Cost with Verification & Salary justification; eligibility, duties and responsibilities
<b>ESD-1306</b>	Record and expedite PAN for signatures and on to Record Room or Department of Budget at MFD
<b>ESD-1307</b>	Provide job description templates, verify MAC job descriptions, quality control and provide periodic updates of Job Descriptions for all civil servants
<b>ESD-1308</b>	Guide and Interview Panelists from CSA
<b>ESD-1309</b>	Offer a simplified PAN checklist brochure to guide all MACs; and
<b>ESD-1310</b>	Ensure that all MACs have updated employee’s files
<b>ESD-1311</b>	Code and Issue Blank PAN Forms to HR Personnel of MACs
<b>ESD-1312</b>	Provide information on Pay, Grading and Classification Structures
<b>ESD-1313</b>	Provide Civil Servants disaggregated data on gender
<b>ESD-1314</b>	Receive, review and analyze individual pay cases
<b>ESD-1315</b>	Dispatch correspondence related to pay
<b>ESD-1316</b>	Respond to allotment request for pay
<b>ESD-1317</b>	Respond to written correspondence related to pay
<b>ESD-1318</b>	Processing of Employees on regular payroll
<b>ESD-1319</b>	Provide functional and technical support to Grade and classify all civil service positions



### 38 Human Resource Management & Information System Division (HRMISD)

The HRMIS Division is responsible for the computerization of all Human Resource (HR) records and databases. It develops, implements, and maintains all HR records and databases via the use of an enterprise resource planning system or other robust data collection and data analytics tools. The Division also runs and develops management reports for these databases to support the overall development of the Civil Service. Additionally, the Division is responsible for Document Management that encapsulates transforming and digitizing all important documents, historical and current, from 2006 to present; (Sort, Scan, Index & Archive); and dispose of all irrelevant documents prior to 2006.

The HRMIS Division provides three key services. These include (i) Technical support to various divisions requiring expertise in data collection, analysis, interpretation and reporting; (ii) Human Resource Data Storage and Management (iii). Provision of technical resources (human and capital) to mission critical projects (ESRP & others).

CODE	SERVICE DELIVERY ACTIVITIES
<b>HRMIS-I401</b>	Develop and implement a comprehensive HR database management system via the use of an enterprise resource planning system or other robust data collection and data analytics tools; Computerize and maintain all employee records and HR databases
<b>HRMIS-I402</b>	Provide relevant and accurate information about human resources and their functioning
<b>HRMIS-I403</b>	Provide meaningful and timely information for internal and external consumption
<b>HRMIS-I404</b>	Utilize Information Technology as a tool to collect, analyze, interpret HR data and generate relevant, meaningful, timely and accurate reports for Management decision making
<b>HRMIS-I405</b>	Provide technical support to various divisions requiring expertise in data collection, analysis, interpretation and reporting
<b>HRMIS-I406</b>	Generate relevant data to support policy formulation and decision-making by Management
<b>HRMIS-I407</b>	Collaborate with the IT Services Unit in buttressing the digital transformation efforts to engender efficiency and effectiveness in service delivery to the public and enhance institutional business processes
<b>HRMIS-I408</b>	Providing technical support to various divisions requiring expertise in data collection, analysis, interpretation and reporting (CSA)
<b>HRMIS-I409</b>	Effectuating HR Records Management and Storage (Both manual and Electronic)
<b>HRMIS-I410</b>	Providing technical resources (human and capital) to mission critical projects (ESRP & others).

### 39 Career Management & Training Division (CMTD)

This Division provides the following three key services:

Promotes career planning and development to facilitate continuous evaluation of Civil Service employees’ abilities and interests considering alternative career opportunities, establishing career goals and creating a learning and development climate for all Civil Servants. It promotes the establishment of best practice Civil Service succession planning to develop and groom the requisite pool of talented leadership, and top and middle level personnel to fill present and future leadership and executive

management vacancies in the Civil Service. Additionally, the CMTD promotes training and development of all Civil Servants through the Civil Service Training Center, in line with Civil Service training and development policies and programs designed to sustain the delivery capacity of the Liberia Civil Service as the main Government policy formulation machinery.

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>CMTD-1501</b>	Facilitates the design and installation of career planning and development management systems and processes in collaboration with the Civil Service Ministries and Agencies
<b>CMTD-1502</b>	Ensures the upgrading of existing career planning and development policies and objectives to create individual and organizational-centered career paths and goals
<b>CMTD-1503</b>	Ensures the establishment of systems and processes to assist staff to make career decisions with respect to occupations, organizations, job assignments and self-development
<b>CMTD-1504</b>	Establish linkages, protocols and memorandum of understanding with other public sector, private sector, non-governmental organizations and international bodies to provide career development opportunities for potential leaders and executive management personnel of the Civil Service
<b>CMTD-1505</b>	Collaborates effectively with Management Services Directorate to design and install career planning and development systems and processes to capture and maintain a database on Civil Service job profiles, job descriptions, schemes of service, training, skills-mix, attitudes and competencies of career paths
<b>CMTD-1506</b>	Leads the establishment of effective systems and processes to manage and monitor succession planning to ensure the availability of right leadership, executive management and senior level personnel with the with the right experience, skills-mix, attitudes, behaviors, commitment and competencies at the right time in the right positions for continuing Civil Service quality and competitiveness
<b>CMTD-1507</b>	Plans and directs the overall organization, operations, services and resources of the Civil Service Training Center
<b>CMTD-1508</b>	Establishes and maintains a database of qualified professional retired Civil Servants, and helps facilitate the establishment of teams of resource persons from among retired Civil Servants to provide training and mentoring support to the Civil Service Training Center and assist in developing young talented Civil Servants
<b>CMTD-1509</b>	Negotiates with Training and Development Institutes in Liberia and abroad to build strong partnerships for training Civil Servants

## **40 8 Regional Services Division (RSD)**

This Division is responsible for the coordination of CSA activities in the counties through the four (4) Regional offices. The following are key services provided to the people:

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>RSD-1601</b>	Offer CSA Test clearance at the regional and county level
<b>RSD-1602</b>	Deliver counseling to prospective retirees at regional and county level
<b>RSD-1603</b>	Redress to the grievance at the regional and county level
<b>RSD-1604</b>	Provide education & information on civil service-related activity or policies
<b>RSD-1605</b>	Provide technical support to the implementation of PMS at regional and county level

### 41 8.Procurement Division (POD)

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>PD-1701</b>	Conduct CSA procurement services in an effective and efficient manner to ensure best value for money in compliance with the PPCA.
<b>PD-1702</b>	Prepare the CSA procurement plan and update when needed as required by MFDP and PPCC.
<b>PD-1703</b>	Educate relevant CSA staff and units of basic procurement processes.
<b>PD-1704</b>	Maintain an updatable database of all vendors and service providers
<b>PD-1705</b>	Prepare Monthly and Quarterly CSA Procurement Reports
<b>PD-1706</b>	Needs Identification of the institution and determine requirement or specification as require by end user
<b>PD-1707</b>	Profile past performance of suppliers, contractors, and consultants with respect to their performance of contracts awarded under the PPC Act
<b>PD-1708</b>	Prepare contract packages (Request for quotation, National Competitive Bidding, Restricted Bidding, Request for Proposal, Sole Source and International Competitive Bidding) as per threshold require by the PPCA
<b>PD-1709</b>	Evaluation and Selection of vendors as require by the PPCA
<b>PD-1710</b>	Monitoring supplier performance, ensuring compliance and managing inventory levels

### 42 8. Finance Division (FD)

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>FD-1801</b>	Provide and Execute the Agency Annual Budget for each Fiscal Budget
<b>FD-1802</b>	Process payment for retired Senior Public Servant, Legislators, Retroactive for Civil Servant across Government, Payment for Grant under Agency
<b>FD-1803</b>	Prepare quarterly and Annual Financial Statement for the Agency for onward submission to the Comptroller and Accountant General.

### 43 8.Human Resources Division (HRD)

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>HRD-1901</b>	Implements and maintains the Civil Service Agency’s Human Resource policies and procedures to promote consistency with regard to terms and conditions of service, resourcing, learning and development in accordance with approved business strategy.
<b>HRD-1902</b>	Monitor and identify human Resource (manpower) requirements and skills mix and make appropriate recommendation to Management for implementation.
<b>HRD-1903</b>	Implements established policies to ensure the recruitment, selection and placement of the right caliber of employees for Civil Service Agency in accordance with the merit-based selection policy
<b>HRD-1904</b>	Coordinate Performance Management System in line with Civil Service Agency’s strategy and facilitate/coordinate the implementation of the system; ensuring the sustenance of a performance oriented culture.

<b>HRD-1905</b>	Conduct training needs assessment base on annual performance appraisal of staff and recommend the appropriate training programmes to Career Management and Training Division for immediate implementation.
<b>HRD-1906</b>	Establishes effective two-way communication between Management and employees to ensure harmonious working environment.
<b>HRD-1907</b>	Oversees the monitoring of the actual Head Count of employees of Civil Service Agency
<b>HRD-1908</b>	Interprets Human Resources policies and procedures to ensure consistency and uniformity in their application throughout the Civil Service.
<b>HRD-1909</b>	Establishes/maintains effective record keeping and management system to ensure easy accessibility and retrieval of HR data/ information.
<b>HRD-1910</b>	Leads and advises Civil Service Agency on employment laws/regulations and practices and monitors to ensure conformance.

#### **44 8. Assets, Logistics & Transport Division (ALTD)**

<b>CODE</b>	<b>SERVICE DELIVERY ACTIVITIES</b>
<b>ALTD-2001</b>	Manage all Civil Service Agency assets, including their value and maintenance in accordance with General Service Agency guidelines.
<b>ALTD-2002</b>	Organize and coordinate the movement of goods procured by the Civil Service Agency, including transportation, storage, order processing, distribution to end-users, and proper verification per the specifications and the delivery note.
<b>ALTD-2003</b>	Provide weekly transport plan to all CSA staff
<b>ALTD-2004</b>	Provide weekly transport plan to all CSA staff
<b>ALTD-2005</b>	Provide Transport Services to and from work to CSA staff
<b>ALTD-2006</b>	Verification of all goods procured by CSA per the specifications in line with the delivery note.
<b>ALTD-2007</b>	Ensure timely delivery of supplies to various departments according to an approved requisition
<b>ALTD-2008</b>	Recommending new assets acquisitions selling existing assets in accordance with General Service Agency guidelines and providing detail financial report.
<b>ALTD-2009</b>	Analyzing data on transportation cost, storage cost, and others areas of improvement.
<b>ALTD-2010</b>	Ensure all CSA employees are knowledgeable of the assets safeguard policy while on duty.
<b>ALTD-2011</b>	Maintain vehicles in accordance with General Services Agency guidelines
<b>ALTD-2012</b>	Maintain all CSA vehicles in accordance with General Services Agency guidelines

## 45 8. Information & Technology Division (ICT)

The ICT Division is responsible for managing information technology operations, including network architecture, systems and applications, IT training, project management, system solution development, and maintenance, all aligned with the CSA’s mission.

CODE	SERVICE DELIVERY ACTIVITIES
ICT-2101	Develop and implement innovative IT products to facilitate the CSA and civil service operations.
ICT-2102	Ensure adequate hardware services through the design, deployment, and maintenance of systems and hardware..
ICT-2103	Maintain efficient operation of computer networks within the CSA
ICT-2104	Design, develop, and deploy system solutions tailored to support the CSA’s operational needs and strategic goals.
ICT-2105	Oversee the development, customization, and maintenance of software applications to streamline operations.
ICT-2106	Manage the development and functionality of the CSA website and data tracking tools.
ICT-2107	Collaborate with other Divisions to enhance work processes and systems.
ICT-2108	Establish system automation protocols to increase efficiency.
ICT-2109	Organize and implement e-learning solutions and managing IT assets and resources
ICT-2110	Secure networks and systems against internal and external threats while ensuring audit and logging mechanisms
ICT-2111	Perform regular preventive maintenance and maintaining an inventory of ICT equipment.
ICT-2112	Provide training to the ICT team and creating awareness about productivity tools, system usage, and emerging technologies

## 46 REVIEW OF SERVICE CHARTER

The SC should be reviewed once a year to update the list of services, staff and supervisors’ information to maintain accuracy.

### OVERVIEW OF OUR SERVICES

The **Civil Service Agency** is dedicated to providing a range of services to meet the needs of Liberia’s citizens. This section outlines the specific services we offer, including eligibility requirements, timelines, and contact information for each department. The below tables show the detail breakdown of our services that we provide at divisions level.

**Department 5: Civil Service Reform and Policy Division (CSRPD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>CSR-501</b>	Providing Program support to implementing agencies (CSA,GC, LIPA)	All programs-component mangers at CSA, GC and LIPA	Free	To be executed within program/project timeline as approved	CSR-501	Mulbah	DG	Free call and Suggestion box
<b>CSR-502</b>	Assist Project component managers in finalizing concept notes and budget for all programs	All programs-component managers at CSA	Free	To be executed within program/project timeline as approved	CSR-502	√ Edieen & √ Richard	DG	Free call and Suggestion box
<b>CSR-503</b>	Supporting and Processing all Program requested under approved project plan	All programs-component managers at CSA	Free	To be executed within program/project timeline as approved	CSR-503	Edieen	Mulbah	Free call and Suggestion box
<b>CSR-504</b>	Coordinating the hiring of consultants and procurement of goods under project	All programs-component managers at CSA	Free	To be executed within program/project timeline as approved	CSR-504	Edieen	Mulbah	Free call and Suggestion Box

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<b>CSR-505</b>	Planning and executing all events associated with reform projects (multi-stakeholders engagement forum, donor update forum and program/ policy lunch)	All programs-component managers at CSA	Free	To be executed within program/project timeline as approved	CSR	√ Edieen & √ Richard	Mulbah	Free Call and Suggestion box
<b>CSR-506</b>	Providing payment request for vendor consultancies in line with project	Service provider	Free	To be executed within program/project timeline as approved	CSR	Edieen	Mulbah	Free Call and Suggestion box
<b>CSR-507</b>	Making Travel arrangements for project related travels	Project staff and Consultants	Free	To be executed within program/project timeline as approved	CSR	√ Tina & √Maimunah	Edieen	Free call and Suggestion box
<b>CSR-508</b>	Providing secretariat support/coordination for reform related projects meeting	Partners meeting	Free	To be executed within program/project timeline as approved	CSR	√ Tina & √Maimunah	Edieen	Free call and suggestion box
<b>CSR-509</b>	Providing technical and resource support to internal reform committees across MACs in line with approved work plan	All MACs	Free	Routine/Daily	CSR	Mulbah	DG	Free call and Suggestion box

**Department 6: General Administration and Services Division (GASD)**

<b>Dir. CODE</b>	<b>Services provided to Civil Servants and all Public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>GASD-601</b>	Providing general administrative support to management and staff of CSA	CSA Staff	Free	Regularly	GASD	Aphoson Zeegar azeegar@csa.gov.lr	Edwin k. Jallah ejallah@csa.gov.lr	Free call and Suggestion box
<b>GASD-602</b>	Providing security support to staff, clients and other stakeholders	CSA Staff and the Public	Free	Regularly	GASD	Aloysious Jackson and Team	Edwin k. Jallah ejallah@csa.gov.lr	Free call and Suggestion box
<b>GASD-603</b>	Providing routine repair and maintenance services to air conditioning, furniture and other equipment	CSA Staff	Free	On schedule	GASD	Robert Karpeh & Team rkarpeh@csa.gov.lr	Edwin k. Jallah ejallah@csa.gov.lr	Free call and Suggestion box
<b>GASD-604</b>	Coordinating registry and mailing services	Civil Service Institutions	Free	Regularly	GASD	Otis Lemu olemu@csa.lr	Edwin k. Jallah ejallah@csa.gov.lr	Free call and Suggestion Box
<b>GASD-605</b>	Providing Library Services	Civil Servants and Public	Free	Regularly	GASD	Ojuku Quiwon	Edwin k. Jallah ejallah@csa.gov.lr	Free Call and Suggestion box



						Oquiwon@csa.gov.lr		
<b>GASD-606</b>	Coordinating ministerial activities and establishing linkages with other govt. spending entities	Civil Servants	Free	Regularly	GASD	Edwin k. Jallah ejallah@csa.gov.lr	Edwin k. Jallah ejallah@csa.gov.lr	Free Call and Suggestion box

**Department 7: Occupational Health and Safety Division**

<b>Dir. CODE</b>	<b>Services provided to Civil Servants and all Public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>OHS-701</b>	Safeguarding workers' well-being, preventing workplace injuries and illness	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free call and Suggestion box
<b>OHS-702</b>	Evaluating the risk associated with employee's health	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free call and Suggestion box

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<b>OHS-703</b>	Offers initiatives the encourages healthy behavior at workplace	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free call and Suggestion box
<b>OHS-704</b>	Providing training and Health education for employees	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free call and Suggestion Box
<b>OHS-705</b>	Offering mental health support and counseling for employees	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free Call and Suggestion box
<b>OHS-706</b>	Helping employees reintegrate into workplace after a health-related absence, regularly monitors employee’s health to identify work related illness early	Civil Servants	Free	Regularly	OHS	√ Cherie & √ George	Cherie	Free Call and Suggestion box

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<p><b>OHS-707</b></p>	<p>Work with management, employees, safety committees and external agencies to create a healthy and safe work environment</p>	<p>Civil Servants</p>	<p>Free</p>	<p>Regularly</p>	<p>OHS</p>	<p>√ Cherie &amp; √ George</p>	<p>Cherie</p>	<p>Free Call and Suggestion box</p>
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**Department 8: Legal Services Division (LSD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>LSD-901</b>	Providing expert and strategic legal advice to management	CSA’s Admin.	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr & Christine T. Doe cdono@csa.gov.lr	DG	Free call and use of technology
<b>LSD-902</b>	Respond to complaints against the Civil Service Agency	Complainants	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr & Christine T. Doe cdono@csa.gov.lr	DG	Free call and use of technology
<b>LSD-903</b>	Representing Civil Service Agency during litigations	Complainants and legal institutions	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr	DG	Free call and use of technology
<b>LSD-904</b>	Answering queries on legal issues	Civil Servants	Free	Quarterly & annually	LS	Denise J. Suah dsuah@csa.gov.lr & Christine T. Doe cdono@csa.gov.lr	DG	Free call and use of technology
<b>LSD-905</b>	Laise with the General Service	Lessors	Free		LSD	Denise J. Suah dsuah@csa.gov.lr	DG	

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	Agency (GSA) to ensure that lease agreements between CSA and lessors are prepared, sign and provided to all parties			Quarterly and annually				Free Call and use of technology
<b>LSD-906</b>	Reviewing contracts to ensure that agreements between CSA and other parties are in conformity with laws and policies	Contract beneficiaries	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr & Christine T. Doe cdono@csa.gov.lr	DG	Free Call and use of technology
<b>LSD-907</b>	Collaborating with the Ministry of Justice to make legal representations on behalf of the CSA in Court	CSA	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr & Christine T. Doe cdono@csa.gov.lr	DG	Free call and use of technology
<b>LSD-908</b>	Drafting and reviewing contract agreements to minimize risk and maximize legal rights of the CSA	CSA	Free	Working	LSD	Denise J. Suah dsuah@csa.gov.lr	DG	Free call and use of technology
<b>LSD-909</b>	Managing and maintaining CSA’s agreement repository	CSA	Free	Quarterly & annually	LSD	Denise J. Suah dsuah@csa.gov.lr	DG	Free call and use of technology

<b>LSD-910</b>	Conducting an internal investigation to ascertain whether or not employees conduct conforms with policies and laws.	CSA	Free	Annually	LSD	Denise J. Suah dsuah@csa.gov.lr	DG	Free call and use of technology
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**Department 9: Research, Strategic Planning, Monitoring & Evaluation**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>RSPM&amp;E-1001</b>	Providing strategic human resource advice and planning for CSA	Spending entities	Free	Seven working days upon request	RSPM&E	Smith	I Gorvego	Free call and Suggestion box
<b>RSPM&amp;E-1002</b>	Providing support on HR policy, strategies and procedures development	Spending entities	Free	Seven working days upon request	RSPM&E	Smith	I Gorvego	Free call and Suggestion box

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<b>RSPM&amp;E-1003</b>	Facilitating HR policy dialogue for adequate participation across civil service	Spending entities	Free	Seven working days upon request	RSPM&E	Smith	I Gorvego	Free call and Suggestion box
<b>RSPM&amp;E-1004</b>	Providing technical advice to write funding proposals to partner	Spending entities	Free	Seven working days upon request	RSPM&E	Smith	I Gorvego	Free call and Suggestion Box
<b>RSPM&amp;E-1005</b>	Providing guidelines on setting up M&E tools and defining indicators for program managers	Spending entities	Free	7 days upon request	RSPM&E	Sekou	I Gorvego	Free Call and Suggestion box
<b>RSPM&amp;E-1006</b>	Providing civil service statistical data to policymakers and the public	Spending entities	Free	7 days upon request	RSPM&E	Sekou	I Gorvego	Free Call and Suggestion box

**Department I I: Management Services Division (MSD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>MSD-1101</b>	Guiding the development standard PMS for all Civil Servants	* Technical team set by MACs * Timeframe * Budget Availability	Free	1 month	MSD	Ignatius A. Gbeegbae	Dorothy M.Kiepeeh	Free call, Suggestion box and email
<b>MSD-1102</b>	Offering coaching and mentorship on PMS to users and provides tools and documentations	* MACs to provide list of staff engaged in PMS * MACs set timeline *MACs provides leadership support	Free	2 to 5 days	MSD & CMTD	Ignatius A. Gbeegbae	Dorothy M.Kiepeeh	Suggestion box, post training evaluation and email
<b>MSD-1103</b>	Provide client service desk at CSA and CS in general	* MACs appoint staff in charge * MACs provides resources and tools (desk, phone, office printer and scanner)	Free	1 month	MSD	Julius S. Parker	Dorothy M.Kiepeeh	Free call, Suggestion box and email



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<b>MSD-1104</b>	Providing CSA customers feedback and release report to the public	<ul style="list-style-type: none"> <li>* Functional call center</li> <li>* Daily Management of suggestion box</li> <li>* Appointing permanent staff in charge</li> </ul>	Free	7 days	MSD	Julius S. Parker	Dorothy M.Kiepeeh	Free call and Suggestion Box and media
<b>MSD-1105</b>	Organizing an open accountability day increases awareness of CSA activities and ensure transparency	<ul style="list-style-type: none"> <li>* Institutionalization of accountability day</li> <li>* Engage media for public awareness and train CSA staff</li> <li>* Establishment of calendar for the event</li> </ul>	Free	Quarterly	MSD, CMTD & Communication Unit	Julius S. Parker	Dorothy M.Kiepeeh	Free Call, Suggestion box and media
<b>MSD-1106</b>	Publishing Client satisfaction survey report and communicating the results to public	<ul style="list-style-type: none"> <li>* Prepare concept note.</li> <li>* Develop TORs to conduct survey</li> <li>* Full participation of civil servants and the public</li> <li>* Large publication and dissemination of findings</li> </ul>	Free	7 days	MSD	Julius S. Parker	Dorothy M.Kiepeeh	Free Call, Suggestion box, CSA website, and media

**Department 12: Welfare Division (WD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback channels</b>
<b>WD-1201</b>	Receive, review, and facilitate prompt resolution of pension-related complaints	Civil Service Retirees who have pensions-related issues	Free	Depending on the nature of the case	Leave and Pensions Unit	Mr. Rufus Jonson & Darrylene Swaray	Rufus K. Johnson	Free call and Suggestion Box
<b>WD-1202</b>	Issue NASSCORP benefits claim forms	Prospective retirees who have reached the age of 60 and above	Free	Depending on the number of retirees	Pensions Unit	Oliver D. Brown	Darrylene Swaray	Calls and text messages
<b>WD-1203</b>	Pre-retirement Counseling Workshop	Prospective retirees who reached the age of 60 and above	Free	One Day	Leave and Pensions Unit	Darrylene and team	Mr. Rufus K. Johnson	Mr. Rufus K. Johnson
<b>WD-1204</b>	Record and dispatch Welfare related correspondences		Free	One Day	Pension Unit	Oliver D. Brown	Mrs. Darrylene D. Swaray	
<b>WD-1205</b>	Respond to allotment request for handshake package	Payment of retirees' handshake	Free	One Day	Pensions Unit	Mr. Rufus Johnson	Mr. Darlington Smit	

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<b>WD-1206</b>	Respond to written correspondences related to welfare	Civil Servants	Free	One Day	Pensions Unit	Mr. Rufus Johnson	Mr. Darlington Smit	Free call and Suggestion Box
<b>WD-1207</b>	Develop guidelines and procedure	Civil Servants	Free	Three Days	Pensions Unit	Rufus K. Johnson	Mr. Darlington Smit	
<b>WD-1208</b>	Process document for pension payroll transition	Prospective retirees	Free	Two Days	Leave and Pensions Unit	Mrs. Darrylene D. Swaray	Mr. Rufus K. Johnson	
<b>WD-1209</b>	Analyze and make recommendation for improving pension management		Free		Pension Unit	Mr. Rufus K. Johnson		
<b>WD-1210</b>	Undertake periodic review of payment and outstanding benefit	Pensioners By age(60)	Free	Periodically	Welfare Division	Mr. Rufus K. Johnson		Free call and text suggestion box
<b>WD-1211</b>	Prepare and facilitate annual leave schedule	Active Civil servants	Free	One Week	Leave and Pension Unit	Mrs. Plenzeh Monboe	Mrs. Darrylene D. Swaray & Mrs. Patience Jappah	Free call and text suggestion box

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<b>WD-1213</b>	Receive and record incoming Welfare related correspondences from internal and external source	Prospective Retirees By Age(65)	Free	One Day		Lincoln Philip	Mr. Rufus Johnson	Free call and text suggestion box
<b>WD-1214</b>	Record and file all pensions related documents	Pensioners	Free	Two Days		Dorris Florkiah	Darrylene D. Swaray	Free call and text suggestion box
<b>WD-1215</b>	Assess employees needs and introduce loans	Civil Servants	Free	Periodically	Welfare Division	Peter N. Forleh	Mr. Rufus K. Johnson	Free call and text suggestion box
<b>WD-1216</b>	Receive and review LPA request	LPA Applicants	Free	One Day	Welfare Division	Mr. Albert Duodu	Peter N. Forleh	LPA whatsapp chat group
<b>WD-1217</b>	Evaluate creditworthiness and process loan	LPA and loan applicants	Free	One Day	Welfare Division	Mr. Rufus Johnson	Mr. Darlington Smith	LPA whatsapp chat group
<b>WD-1218</b>	Facilitate the processing of loan and insurance deductions	Loan and insurance beneficiaries	Free	Five Days	Welfare Division	Peter N. Forleh	Mr. Rufus K. Johnson	Free call and text suggestion box
<b>WD-1219</b>	LPA and Loan awareness workshop	GoL Spending Entities	Free	One Day	Welfare Division	Ms. Meima Kanneh & team	Mr. Rufus K. Johnson	Free call and text suggestion box
<b>WD-1220</b>	Follow-up with MFDP on LPA & loan checks payment	Partnering banks and loan companies	Free		Welfare Division	Peter N. Forleh	Mr. Rufus K. Johnson	Free call and text suggestion box

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<b>WD-1221</b>	Undertake monthly bank reconciliation	Banking Partners	Free	One Week	Welfare Division	Peter N. Forleh	Mr. Rufus K. Johnson	
<b>WD-1222</b>		LPA Vendors	Free	One Week	Welfare Division	Mr. Rufus K. Johnson	Mr. Darlington Smith	Emails and calls
<b>WD-1223</b>	Address employees' queries	LPA and Loan Beneficiaries	Free	One Day	Welfare Division	Welfare Team	Mr. Rufus K. Johnson	
<b>WD-1224</b>	Process insurance transactions and supervise claims	Insurance beneficiaries	Free	One Week	Welfare Division	Welfare Team	Mr. Rufus K. Johnson	
<b>WD-1225</b>	Assist in the development of framework for the management and improvement of the scheme	Civil Servants	Free			Mr. Rufus K. Johnson & Peter Forleh	Mr. Rufus K. Johnson	
<b>WD-1226</b>	Coordinate meetings with various partners	External partners	Free	One Day	Welfare Division	Mr. Rufus K. Johnson & Teams	Mr. Rufus K. Johnson	
<b>WD-1227</b>	Record and dispatch signed checks to partnering banks	Partnering Banks	Free	One Day	Welfare Division	Nathaniel Moll	Peter N. Forleh	Free call and text suggestion box
<b>WD-1228</b>	Prepare General ledger and post entries	LPA Beneficiaries	Free	Daily	Welfare Division	Judy Fallah	Peter N. Forleh	
<b>WD-1229</b>	Scan and fill LPA correspondences	LPA Beneficiaries	Free	One Day	Welfare Division	Joyce G. Doe	Peter N. Forleh	

**Department 13: Employment Services Division (ESD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>ESD-1301</b>	Registration of CSA exams to the candidates	All qualified Liberian citizens 18 years and above	TBA	45 minutes for registration	ESD	TBA	Matthew Ngombu	Free call and Suggestion box
<b>ESD-1302</b>	Administering CSA exams (Monrovia)	All qualified candidates-ID, certificate or degree	Free	3 weeks per weekly test	ESD	TBA	Matthew Ngombu	Free call and Suggestion box
<b>ESD-1303</b>	Aligning civil servants on Personnel Action Notice (PANs) proper job title, grade and pay	Checklist (items) as described by standing orders	Free	15 minutes per PAN	ESD	Analysts	√ Roland D. Kallon √ Amelia V.C. Kollie	Free call and Suggestion box
<b>ESD-1304</b>	√ Receive list from registration unit for test result  √ Verified by candidate	Provide result of test information back to the registration unit	Free	15 minutes per PAN	ESD	√ Matthew Ngombu  √ TBA	Roland D. Kallon	Free call and Suggestion Box
<b>ESD-1305</b>	Providing personnel listing costs with	Signed PAN by MACs	Free	10 minutes per PAN	ESD	Analysts	Roland D. Kallon	

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	(verification, salary justification, eligibility, duties and responsibilities, personnel listing cost)						Amelia V. C. Kollie	Free Call and Suggestion box
<b>ESD-1306</b>	Recording and expediting PAN for signatures and on to record room or department of budget at MFDP	All civil servants: √ Signed by MACs √ Verified by analyst	Free	2 minutes to expedite	ESD	Rena C. Matiah	Amelia V. C. Kollie	Free Call and Suggestion box

**Department 14: Human Resources Management & Integrated System Division (HRMISD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>HRMIS-1401</b>	HR records Management and storage (both manual and electronic)	Internal: A-Copies of PANs  B. CSA test results.	Free	1 week	HRMIS	Daniel Arku	√ Alexander E. √ Bassey	Free call and Suggestion box
<b>HRMIS-1402</b>	√ Prep document by unpinning,  √ Sorting and organizing them for scanning	Internal: A-Copies of PANs  B. CSA test results.	Free	Every Month from January	HRMIS	√ Alexander E. √ Bassey	√ Alexander E. √ Bassey	Free call and Suggestion box
<b>HRMIS-1404</b>	Laisse with ESD to collect relevant monthly GOL payroll data for analysis and	Internal: <b>A</b> Positions <b>B</b> . Gender <b>C</b> . Date of employment	Free	Every month from February	HRMIS	√ Daniel Arku √ Gloria Doe	√ Alexander E. √ Bassey	Free call and Suggestion box



	reporting and electronic)	<b>D.</b> Date of birth <b>E.</b> Location						
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**Department 15: Career Management & Training Division (CMTD)**

<b>Dir. CODE</b>	<b>Services provided to Civil Servants and all Public</b>	<b>Eligibility and Condition</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of Supervisor and work-email</b>	<b>Feedback Channels</b>
<b>CMTD-1501</b>	Provide capacity assessment report from the PMS	Participants of TNA	Free	Annually	CMTD	Sylvia Squire <a href="mailto:2greatnfavored@gmail.com">2greatnfavored@gmail.com</a>	Claudius Broderick <a href="mailto:cbroderick@csa.dov.lr">cbroderick@csa.dov.lr</a>	Free call and suggestion box

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<b>CMTD-1502</b>	Provide information form training portal	Civil Servants	Free	Annually	CMTD	<u><a href="mailto:graychantal9@gmail.com">Chantal B. Gray/ Uriah Innis</a></u> <u><a href="mailto:graychantal9@gmail.com">graychantal9@gmail.com</a></u> <u><a href="mailto:uinnis@csa.gov.lr">uinnis@csa.gov.lr</a></u>	Kumba Zotaa <u><a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a></u>	Free call and suggestion box
<b>CMTD-1503</b>	Support builds capacity of training coordinators in MACs	Tertiary institutions	Free	Annually	CMTD	Kumba Zotaa <u><a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a></u>	<u><a href="mailto:Sylvia Squire">Sylvia Squire</a></u> <u><a href="mailto:2greatnfavored@gmail.com">2greatnfavored@gmail.com</a></u>	Free call and suggestion box
<b>CMTD-1504</b>	Offer training opportunities to CSA staff	Civil Servants	Free	Annually	CMTD	√ <u><a href="mailto:alaskadenker@gmail.com">M.Alaska Denker</a></u> <u><a href="mailto:alaskadenker@gmail.com">alaskadenker@gmail.com</a></u> √ <u><a href="mailto:sarhmelvin@gmail.com">Melvin S. Sarh</a></u> <u><a href="mailto:sarhmelvin@gmail.com">sarhmelvin@gmail.com</a></u>	Kumba Zotaa <u><a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a></u>	Free call and suggestion box
<b>CMTD-1505</b>	Provide Career Progression to Civil Servants	Civil Servants	Free	Annually	CMTD	√ <u><a href="mailto:monboeprincess18@gmail.com">Princess Monboe</a></u> <u><a href="mailto:monboeprincess18@gmail.com">monboeprincess18@gmail.com</a></u> √ <u><a href="mailto:graychantal9@gmail.com">Chantal B. Gray</a></u> <u><a href="mailto:graychantal9@gmail.com">graychantal9@gmail.com</a></u>	Kumba Zotaa <u><a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a></u>	Free call and suggestion box
<b>CMTD-1506</b>	Offer short/medium and long-term training to Civil Servants	Civil Servants	Free	Annually	CMTD	Kumba Zotaa <u><a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a></u>	Claudius Broderick <u><a href="mailto:cbroderick@csa.dov.lr">cbroderick@csa.dov.lr</a></u>	Free call and suggestion box

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<b>CMTD-1507</b>	Offer succession plan to Civil Servants across all MACs	Civil Servants	Free	Annually	CMTD	✓ Princess Monboe <a href="mailto:Monboeprincess18@gmail.com">Monboeprincess18@gmail.com</a>  ✓ Melvin S. Sarh <a href="mailto:sarhmelvin@gmail.com">sarhmelvin@gmail.com</a>	Kumba Zotaa <a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a>	Free call and suggestion box
<b>CMTD-1508</b>	Offer training and career	Q&A Desk	Free	Working hours (daily)	CMTD	✓ Eric Morris <a href="mailto:morriseric2000@gmail.com">morriseric2000@gmail.com</a>  ✓ M.Alaska Denker <a href="mailto:alaskadenker@gmail.com">alaskadenker@gmail.com</a>	Kumba Zotaa <a href="mailto:kumbazotaa1995@gmail.com">kumbazotaa1995@gmail.com</a>	Free call and suggestion box

**Department 16: Regional Services Division (RSD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and Conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>RSDD-1601</b>	Offering CSA test clearance regional and county level	Civil servants and prospective civil servants: Register with CSA regional office or on the day of schedule test. Need one passport size photo, academic credentials	Free	Within 15 working days	RSD in collaboration with ESD	√ Wolobah Reeves & √ Goe Jaiblia	√ Bettie & √ Kettor	Free call and Suggestion box
<b>RSDD-1602</b>	Delivering counseling to prospective retirees at regional and county level	Prospective retired Civil Servant Recommended by their employer (SEs)	Free	1 or 2 days	RSD in collaboration with pay & pension	√ Wolobah Reeves & √ Goe Jaiblia	√ Bettie & √ Kettor	Free call and Suggestion box
<b>RSDD-1603</b>	Redressing grievances at regional and county level	Civil Savants: √ letter of complaint with all supporting documents	Free	5 days	RSD	√ Wolobah Reeves & √ Goe Jaiblia	√ Bettie & √ Kettor	Free call and Suggestion box
<b>RSDD-1604</b>	Providing education and information on	Civil Servants and public:	Free	1-5 days	RSD	√ Wolobah Reeves &	√ Bettie & √ Kettor	

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	civil service-related activity or policies	<ul style="list-style-type: none"> <li>√ Workshops</li> <li>√ Radio</li> <li>√ Brochure</li> <li>√ Meeting</li> </ul>				√ Goe Jaiblia		Free call and Suggestion Box
<b>RSDD-1605</b>	Facilitating & coordinating implementation of PMS at regional and county level	All Civil Servants with clear job descriptions	Free	Quarterly and annually	RSD in collaboration with MSD	<ul style="list-style-type: none"> <li>√ Wolobah Reeves &amp;</li> <li>√ Goe Jaiblia</li> </ul>	<ul style="list-style-type: none"> <li>√ Bettie &amp;</li> <li>√ Kettor</li> </ul>	Free Call and Suggestion box

**Department 17: Procurement Division (PD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>PD-1701</b>	Conducting CSA procurement services in an effective and efficient manner to ensure best value for money in compliance with the PPCA	Civil Service Agency	Free	Quarterly and annually	POD	William, Kesselly & Hannah Vah	Prince A. Weeks, II	Follow-up by call
<b>PD-1702</b>	Preparing CSA procurement plan and update when needed as required by PPCC and MFDP	Civil Service Agency	Free	Quarterly and annually	POD	William, Kesselly & Sophia Merritti	Prince A. Weeks, II	Follow-up by call
<b>PD-1703</b>	Educating relevant CSA staff and units of basic procurement processes	CSA internal staff and procurement	Free	Quarterly and annually	POD	William, Kesselly & Claudius	Prince A. Weeks, II	Follow-up by call
<b>PD-1704</b>	Maintaining an updatable database	Civil Service Agency	Free	Quarterly and annually	POD	Hannah Vah & Sophia Merritti	Prince A. Weeks, II	Follow-up by call

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	of all vendors and service providers and profile the past performance of suppliers, contractors, and consultants with respect to their performance of contracts awarded under the PPC act							
<b>PD-1705</b>	Preparing monthly and quarterly CSA procurement reports	Civil Service Agency	Free	Quarterly and annually	POD	William, Kesselly, Hannah Vah & Sophia Merritti	Prince A. Weeks, II	Follow-up by call

**Department I 8: Finance Division (FD)**

<b>Dir. CODE</b>	<b>Services provided to civil servants and all public</b>	<b>Eligibility and conditions</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of staff in charge and work-email</b>	<b>Name of supervisor and work-email</b>	<b>Feedback Channels</b>
<b>FD-1801</b>	Communicating any changes related to working hours, salary and other issues	CSA’S Staff	Free	N/A	HRMD	Kamara	Dahnu Mianyen	Free call and Suggestion box
<b>FD-1802</b>	Providing management with CSA monthly personnel attendance records	CSA’S Staff	Free	N/A	HRMD	Kamara	Dahnu Mianyen	Free call and Suggestion box
<b>FD-1803</b>	Providing CSA’S internal welfare procedures and ensure compliance	CSA’S Staff	Free	2 weeks	HRMD	Kamara	Dahnu Mianyen	Free call and Suggestion box
<b>FD-1804</b>	Provide to CSA leadership the PSM of all staff	CSA’S Staff	Free	1 month	HRMD	Kamara	Dahnu Mianyen	Free call and Suggestion Box
<b>FD-1805</b>	Issuing CSA staff annual leave and temporary absence authorization forms	CSA’S Staff	Free	On request (1 day)	HRMD	Kamara	Dahnu Mianyen	Free Call and Suggestion box
<b>FD-1806</b>	Providing an annual medical insurance						Dahnu Mianyen	Free Call and Suggestion box



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	scheme to CSA staff	CSA'S Staff	Free	Annually	HRMD	Kamara		
<b>FD-1807</b>	Ensuring merit-based in the CSA	CSA'S Staff	Free	Annual	HRMD	Kamara	Dahnu Mianyen	Free call and Suggestion box

**Department 19: Human Resources Division (HRD)**

<b>Dir. Code</b>	<b>Services provided to civil servants</b>	<b>Eligibility and Condition</b>	<b>Cost of Service</b>	<b>Time it takes to get service</b>	<b>Responsible Directorate</b>	<b>Name of Staff in charge and working email</b>	<b>Name of Supervisor and working email</b>	<b>Feedback Channels</b>
<b>HRD-1901</b>	Communicate any changes related to working hours, salary and others issues	CSA Staff	Free	N/A	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box
<b>HRD-1902</b>	Provide to management monthly CSA personnel Attendance records	CSA Staff	Free	1 Month	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box
<b>HRD-1903</b>	Provide CSA's internal welfare procedures and ensure compliance	CSA Staff	Free	2 weeks	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box

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<b>HRD-1904</b>	Provide to CSA leadership the PSM of all staff	CSA Staff	Free	I Month	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box
<b>HRD-1905</b>	Issue CSA staff annual leave and temporally absence authorization forms	CSA Staff	Free	one request (1day)	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box
<b>HRD-1906</b>	Provide annual medical insurance scheme to CSA staff	CSA Staff	Free	Annually	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box
<b>HRD-1907</b>	Ensure merit-based in the CSA	CSA Staff	Free	Annually	HRMD	Kamara	Hon. Dahnu	Free call and Suggestion Box

**Department 20: Assets, Logistics & Transport Division (ALTD)**

Dir. Code	Services provided to civil servants	Eligibility and Condition	Cost of Service	Time it takes to get service	Responsible Directorate	Name of Staff in charge and working email	Name of Supervisor and working email	Feedback Channels
<b>ALTD-2001</b>	Manage all Civil Service Agency assets, including their value and repair & maintenance in accordance with General Service Agency guidelines.	Civil Service Agency	Free	<input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by call
<b>ALTD-2002</b>	Organize and coordinate the movement of goods procured by the Civil Service Agency, including transportation, storage, requisition processing.	Civil Service Agency	Free	<input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by call
<b>ALTD-2003</b>	Provide weekly transport plan to all CSA staff <b>ALTD-</b> Maintain vehicles in accordance with	Civil Service Agency	Free	<input checked="" type="checkbox"/> Weekly <input checked="" type="checkbox"/> Monthly	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by call

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	General Services Agency guidelines			<input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually				
<b>ALTD-2004</b>	Provide weekly transport plan to all CSA staff, ALTD-Maintain all CSA vehicles in accordance with General Services Agency guidelines	Civil Service Agency	Free	<input checked="" type="checkbox"/> Weekly <input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls
<b>ALTD-2005</b>	Provide Transport Services to and from work to CSA staff	Civil Service Agency	Free	<input checked="" type="checkbox"/> Weekly <input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls
<b>ALTD-2006</b>	verification of all goods procured by CSA per the specifications in line with the delivery note	Civil Service Agency	Free	<input checked="" type="checkbox"/> Weekly <input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls
<b>ALTD-2007</b>	Ensure timely delivery of supplies to various departments according to an approved requisition	Civil Service Agency	Free	<input checked="" type="checkbox"/> Monthly <input checked="" type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Annually	ALTD	<input checked="" type="checkbox"/> Jeremiah Fahn and <input checked="" type="checkbox"/> Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls

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<b>ALTD-2008</b>	Recommending new asset acquisitions selling existing assets in accordance with General Service Agency guidelines and providing detail financial report.	Civil Service Agency	Free	√ Monthly √ Quarterly √ Annually	ALTD	√ Jeremiah Fahn and Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls
<b>ALTD-2009</b>	Analyzing data on transportation cost, storage cost, and others areas of improvement	Civil Service Agency	Free	Quarterly and annually	ALTD	√ Jeremiah Fahn and Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls
<b>ALTD-2010</b>	Ensure all CSA employees are knowledgeable of the assets safeguard policy while on duty.	Civil Service Agency	Free	Quarterly and annually	ALTD	√ Jeremiah Fahn and Grace Sonpon	Tisdell S. Yarkpah	Follow Up by calls

**Department 21: Information & Technology Division (ICTD)**

<b>Service Code</b>	<b>Service Description</b>	<b>Target Audience</b>	<b>Time Frame</b>	<b>Responsible Officer</b>	<b>Eligibility</b>	<b>Cost of Service</b>	<b>Feedback Channels</b>
<b>ICTD-2101</b>	Maintenance and servicing of CSA IT equipment	CSA staff	Quarterly	IT Assistant	CSA staff	Free	Email, Suggestion Box
<b>ICTD-2102</b>	Provision of internet services	CSA departments	Monthly	Network Administrator	CSA staff	Free	Email, IT Helpdesk
<b>ICTD-2103</b>	Creation of government email addresses	CSA employees	3 working days	IT Support Officer	New CSA employees	Free	Email, Online Form
<b>ICTD-2104</b>	Uploading and maintaining CSA resources on the website	Public and CSA employees	Weekly updates	System Development Lead	Public	Free	Website Feedback Form
<b>ICTD-2105</b>	Customization and deployment of system solutions	CSA directorates	As required	System Development Lead	CSA staff	Free	IT Change Request Form
<b>ICTD-2106</b>	Training sessions on ICT awareness and productivity	CSA employees	Quarterly	Sr. IT Officer	CSA staff	Free	Training Surveys
<b>ICTD-2107</b>	Automated workflow solutions for CSA operations	CSA departments	As required	System Development Lead	CSA departments	Free	Helpdesk

## **YOUR RIGHTS & OBLIGATIONS AS A VALUED SERVICE USER**

### **Your Rights as a Service User**

As a service user, you have the following rights:

- ✧ **Right to Quality Service:** Receive efficient, timely, and respectful service in all interactions.
- ✧ **Right to Information:** Access clear information regarding services, requirements, and timelines.
- ✧ **Right to Privacy:** Have your personal data handled with confidentiality and in accordance with data protection laws.
- ✧ **Right to Redress:** Lodge complaints and receive appropriate and timely responses to resolve issues.

### **Your Obligations as a Service User**

To help us serve you better, we ask that you:

- ✧ **Provide Accurate Information:** Ensure that all documentation and information submitted are complete and accurate.
- ✧ **Respect Service Protocols:** Follow the established procedures for each service to facilitate smooth processing.
- ✧ **Maintain Courtesy:** Treat staff members with respect and patience, as we are committed to helping you.



## ANNEXES

### Sample Feedback Form:



**Civil Service Agency  
Republic of Liberia  
Customer Service Feedback Form**

We value your feedback and are committed to improving our services. Please use this form to share your experience with us. Your comments help us serve you better.

Name:	
Date of Service:	
Service Department:	
Feedback/Comments:	
Suggestions for Improvement:	
Contact Information (optional for follow-up):	

## **Appendix I. References**

- 1) An Act repealing the Public Employment Law and amending the executive Law to Create a Civil Service Agency, July 19, 1973
- 2) Civil Service Human Resources Policy Manual, Revised 2014
- 3) The CSA Performance Assessment Report, April 2015
- 4) The CSA Strategic Plan 2015-2018, August 2015
- 5) The CSA directorates draft Service Charter, September 2015