



**REPUBLIC OF LIBERIA**  
**CIVIL SERVICE AGENCY**  
*Ministerial Complex, Congo Town, Monrovia, Liberia*  
*“Ensuring Merit and Efficiency in Public Service”*

**REPORT ON THE PERSONNEL AND CREDENTIAL  
VERIFICATION OF THE  
COOPERATIVE DEVELOPMENT AGENCY (CDA)**

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## Foreword

This Personnel and Credential Verification Report of the Cooperative Development Agency (CDA) presents findings of a five-day personnel and credentials verification exercise conducted by the Civil Service Agency (CSA) in collaboration with the leadership of the Cooperative Development Agency. The intervention followed a request from the Director General for the credentials and reclassification of all positions within the CDA. In response to this urgent request, the CSA immediately formed a specialized team with clear guidelines to implement this verification intervention, recognizing the need to establish order, transparency, and accountability in the CDA workforce.

The report provides a detailed overview of human resource data across the Cooperative Development Agency, including employment status, personnel files update, credential validation, reclassification, redeployment, and key HR indicators such as age demographics, staff on study or sick leave, retirement status, and the distinction between verified and unverified personnel. These data points are critical for strengthening institutional workforce planning, ensuring merit-based employment, and aligning staff qualifications with the delivery of quality services within CDA. Additionally, the report offers insights into gaps that require urgent administrative attention from the relevant authorities.

It is anticipated that the leadership of the Cooperative Development Agency will work closely with the Civil Service Agency to implement the recommendations and take corrective actions where necessary. This partnership will be pivotal in promoting workforce regularization, improving service delivery, and reinforcing the Government of Liberia's commitment to modernizing the governance sector for long-term sustainability and national development.

Josiah F. Joekai, Jr., Ph.D.

**Director-General**

Civil Service Agency, Republic of Liberia

## Abbreviations

CSA	-	Civil Service Agency
IT	-	Information Technology
M&E	-	Monitoring & Evaluation
CDA	-	Cooperative Development Agency
PAN	-	Personnel Action Notice
ESD	-	Employment Services Division
MACs	-	Ministries, Agencies and Commissions
P&CVT	-	Personnel & Credentials Verification Team
HR	-	Human Resource
MFDP	-	Ministry of Finance and Development Planning

## Executive Summary

This report presents the key findings and recommendations of a strategic human resource audit and credential verification initiative carried out at the Cooperative Development Agency (CDA). Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aimed to strengthen the CDA's human resource framework by reviewing personnel records, verifying employee identities and qualifications, realigning job roles, and improving workforce transparency. The overall objective was to align CDA's staffing practices with national standards, promote accountability, and support sustainable institutional development.

A major component of the initiative focused on reviewing and updating employee personnel records to ensure accuracy and compliance. A total of **71** personnel files were thoroughly examined across various departments. Through this exercise, numerous incomplete or outdated records were identified and rectified. All records were standardized with updated job descriptions and formatting, resulting in 71 files meeting national compliance standards, reflecting a **100%** compliance rate. This will significantly improve the integrity and accessibility of CDA's personnel data.

Another critical area of focus was the physical headcount verification and attendance audit. This exercise was conducted to verify the actual number of active employees and ensure that payroll records are accurate and aligned with attendance data. A comprehensive physical headcount of all staff was undertaken. Attendance logs were cross-examined with payroll records, revealing 2 anomalies, including unreported absenteeism and suspected ghost workers. Despite these findings, the audit verified an active workforce of 71 personnel. These results provide a reliable baseline for workforce planning and payroll accountability.

In addition to reviewing files and attendance, the team conducted a comprehensive credential verification exercise targeting all faculty and administrative staff. Credentials submitted by staff were authenticated through direct engagement with the issuing institutions. This process verified that 65 staff members, representing **92%** of the workforce, possessed legitimate and verifiable credentials. However, **3 cases (4%)** were flagged due to forged or unverifiable documents. These cases have been referred to the appropriate administrative units for further investigation and disciplinary action in line with civil service regulations.

Overall, the findings underscore the urgent need for continuous monitoring and institutional reforms to uphold workforce integrity and service delivery excellence. This initiative has laid a solid foundation for the Cooperative Development Agency to institutionalize data-driven human resource management practices and promote a culture of meritocracy, transparency, and accountability in local governance.

## Background

The Civil Service Agency is the central government Agency responsible for the personnel management of the Government. It is responsible for enhancing the capacity of human resources, improving service delivery, and thereby increasing the effectiveness and efficiency of the Civil Service. This entails planning human capacity needs, selection and recruitment, training and development, performance management, and career development of civil servants. In addition, the Civil Service Agency provides advice to the Government of Liberia in key areas of the Civil Service, including organization, staffing, pay and benefits, pension, conditions of employment, and human resources development.

In line with the Government of Liberia's public sector reform strategy and the need for improved personnel management within government spending entities, the Civil Service Agency responded to a request from the leadership of the Cooperative Development Agency to conduct a comprehensive personnel and credentials verification exercise. A team with the requisite skills, competence, and training was tasked to carry out the following, as requested by the Cooperative Development Agency:

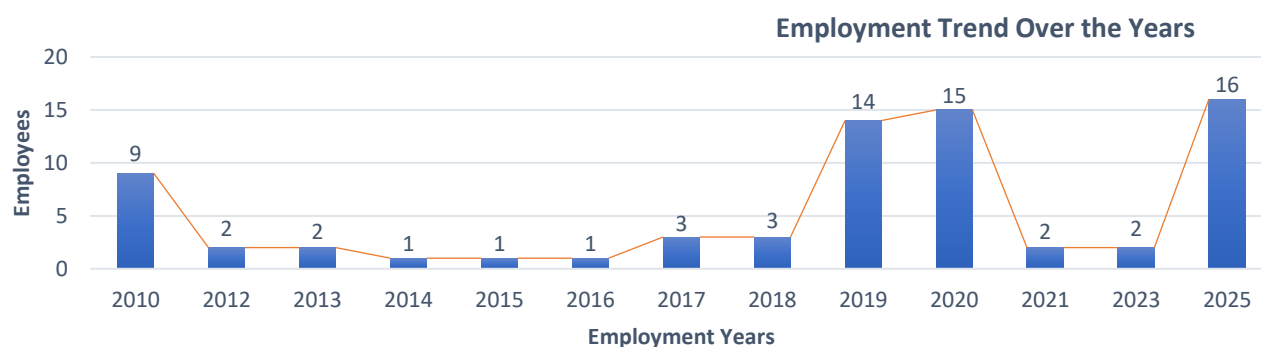
- Reviewing personnel files and updating them.
- Headcount verification, time, and attendance records analysis of all existing staff.
- Physical and Forensic verification of Credentials
- Redeployment of roles based on duties and qualifications.
- Preparation of Personnel Action Notice (PAN) forms to update employment status records.

The team, tasked with the activities outlined by the Cooperative Development Agency, focused on personnel records, staff verification, and redeployment of roles. It has clearly defined objectives to ensure effectiveness, transparency, and alignment with institutional goals. Below are the key objectives for such a team:

### 1.1 Ensure Accurate and Updated Employee Records

- Objective: To review and update all personnel files to ensure completeness, accuracy, and compliance with institutional and regulatory requirements.
- Key Tasks: Identify missing documents, correct inconsistencies, and ensure each file reflects the current employment status.

**Figure 1.0 Employment Trend**



## **1.2 Conduct Comprehensive Headcount and Attendance Analysis**

- Objective: To verify the actual number of active staff and analyze attendance and timekeeping data to assess workforce reliability and payroll accuracy.
- Key Tasks: Cross-examined HR records with physical presence and time logs; identify ghost workers or absenteeism trends.

## **1.3 Authenticate Academic and Professional Credentials**

- Objective: To conduct both physical and forensic verification of staff credentials to confirm the legitimacy and relevance of qualifications.
- Key Tasks: Validate certificates with issuing institutions; detect forgeries or misrepresentations; ensure alignment with job roles.

## **1.4 Optimize Staff Deployment Based on Qualifications and Needs**

- Objective: To realign staff roles and responsibilities according to verified qualifications, experience, and institutional requirements.
- Key Tasks: Conduct job-matching analysis; recommend reassignments for efficiency and effectiveness; address skill gaps.

## **1.5 Formalize Employment Status Updates**

- Objective: To prepare and issue accurate Personnel Action Notices (PANs) to reflect any changes in employment status, role, or department.
- Key Tasks: Generate PANs based on verified data; ensure documentation aligns with the Civil Service Standing Orders, Cooperative Development Agency policy, and legal standards.

## **1.6 Promote Transparency and Institutional Integrity**

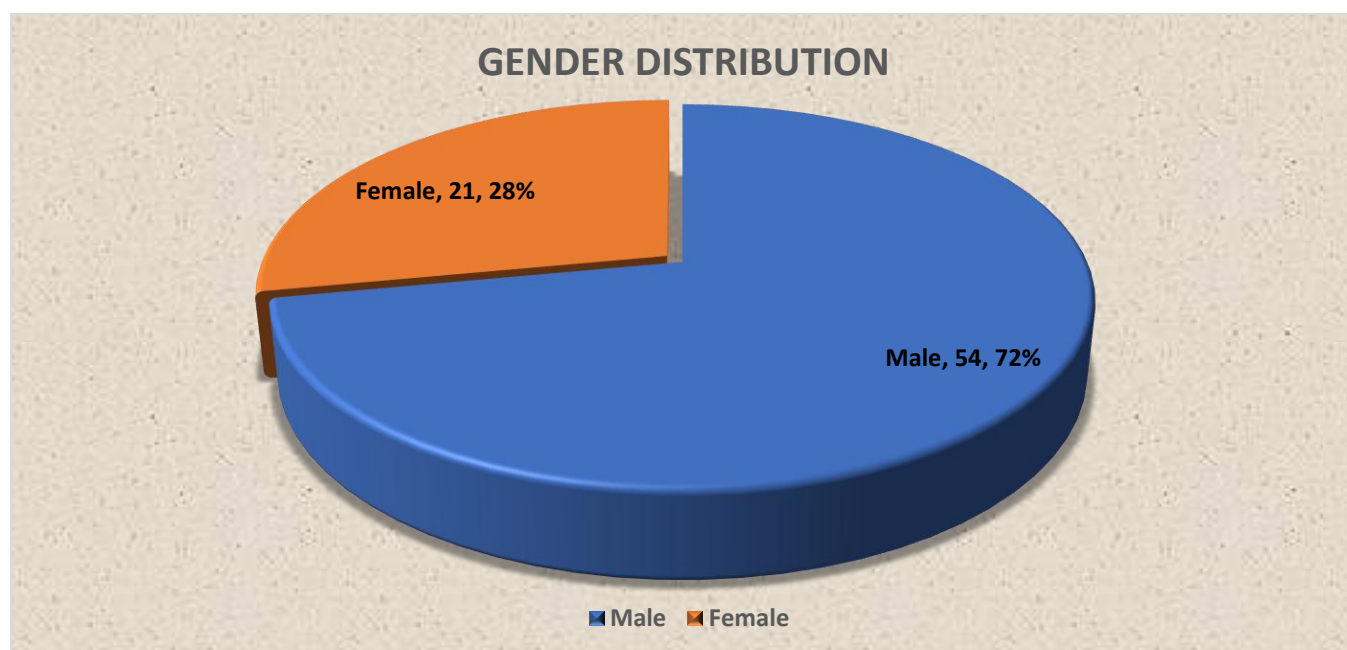
- Objective: To support governance, accountability, and trust within the CDA's administrative framework.
- Key Tasks: Document all findings and processes; report discrepancies; recommend policy improvements.

## **1.7 Provide Strategic HR Recommendations**

- Objective: To advise the Cooperative Development Agency leadership on HR improvements based on the review's findings.
- Key Tasks: Suggest updates to recruitment, evaluation, and record-keeping practices; contribute to long-term workforce planning.



*Figure 2.0 Verified Employees Gender Distribution*



### Overview of Gender Distribution

The workforce at the **Cooperative Development Agency (CDA)** consists of:

Gender	Number of Employees	Percentage
Males	54	72%
Females	21	28%
Total	75	100%

### Key Observations

#### 1. Male Dominance:

- Males make up **nearly three-quarters (72%)** of the workforce.
- This indicates a significant **gender imbalance** in staffing.

#### 2. Female Representation:

- Only **28% of the workforce** is women.
- This suggests an underrepresentation of females in employment at CDA.

#### 3. Gender Gap:

- There is a **33-person gap** between male and female employees.

- In percentage terms, males outnumber females by **approximately 2.75 times**.

## Implications

- The current gender distribution may affect:
  - Workplace diversity and inclusion initiatives.
  - Gender-sensitive policy formulation.
  - Representation of women in leadership and decision-making roles.
- It raises questions about equal opportunity hiring, potential cultural or structural barriers, and career progression for women at CDA.

## 2.0 Methodology for Execution of Activities

Below is a detailed methodology outlining the approaches used for executing the activities listed below. This methodology ensures accuracy, accountability, and alignment with the Civil Service Agency's operational and strategic goals for a merit-based and professional workforce at the Cooperative Development Agency.

### 2.1 Ensure Accurate and Updated Employee Records

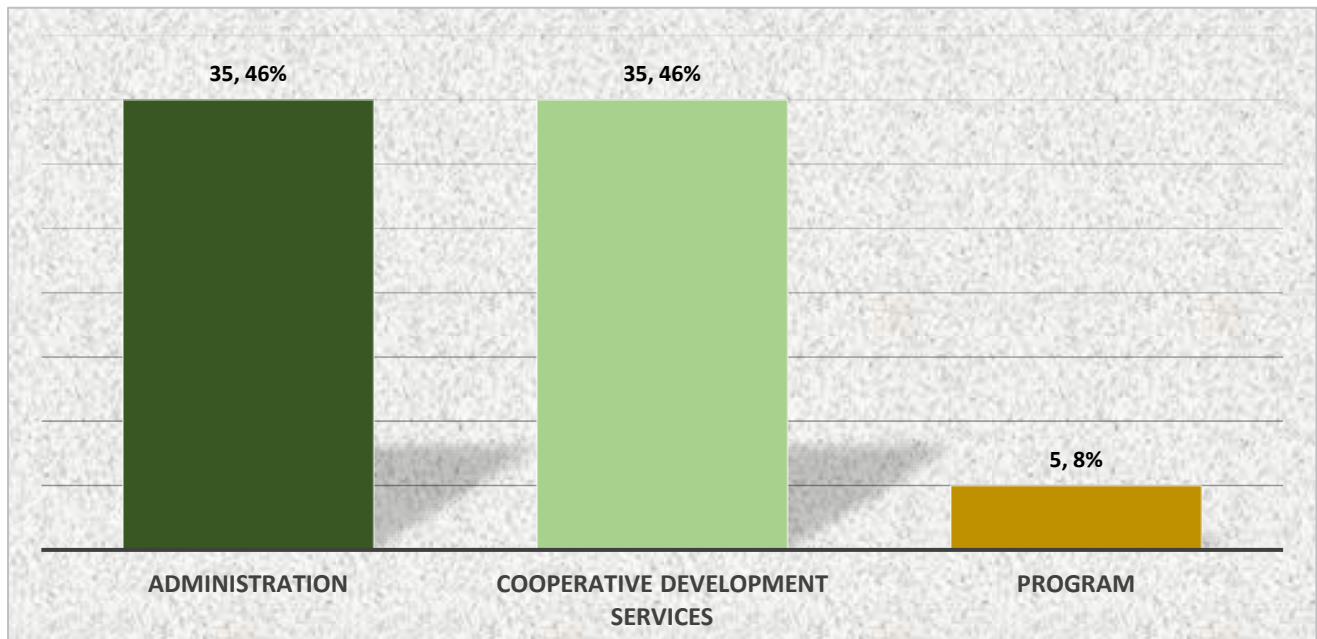
Approach:

- Data Collection: The CSA Team retrieved existing personnel files from HR archives.
- Gap Analysis: Cross-checked files against a standard checklist. The requisite attachments for each folder were:
  - a. Letter of Application.
  - b. Employment Letter.
  - c. Three (3) letters of recommendation.
    - One from the community of residence.
    - One from a religious group or a reputable individual.
    - One from a previous place of work or school (High School, University, etc.)
  - d. Curriculum Vitae (CV).
  - e. Credential (If required for occupied position).
  - f. Job Description.
  - g. National Identification ID Card photocopy.
  - h. NASSCORP ID Card Photocopy.
  - i. Bank Account Details.
  - j. Police Clearance (for security purposes only).
  - k. Driver's License (for drivers only).
  - l. Two (2) passport-size photos.

Folders that did not have all the above attachments were brought to the team's attention, and feedback or queries on the files for compliance or updating were requested to be returned within two (2) days for processing.

- Interviews & Clarifications: Conducted interviews with staff to gather or clarify missing/incomplete information.
- Profiling: Updated personnel records using an HR information system or database template for consistency.
- Verification: Cross-verified with payroll and department heads to confirm active employment status.

*Figure 3.0 Department Disaggregated (distribution of staff members)*



The figure above provides a visual representation of the distribution of staff members across various departments at the Cooperative Development Agency. It categorizes staff by department, highlighting areas of high and low personnel concentration.

According to the data, the Administration Department has staff comprising 35 personnel. This is followed by the Cooperative Development Services Department, with the same 35 staff members. These departments demonstrate the highest staffing levels, reflecting their central roles in managing institutional operations and delivering core municipal programs.

The last department, with the fewest staffing levels, is the Program Department, which consists of five staff members.

Importantly, 2 individuals are listed under the **“No Record”** category. These are staff members who did not appear during the physical head count and credential verification exercise, raising concerns about their employment status, documentation, or presence at work. This situation calls for immediate administrative attention to confirm their engagement or take appropriate action based on the findings.

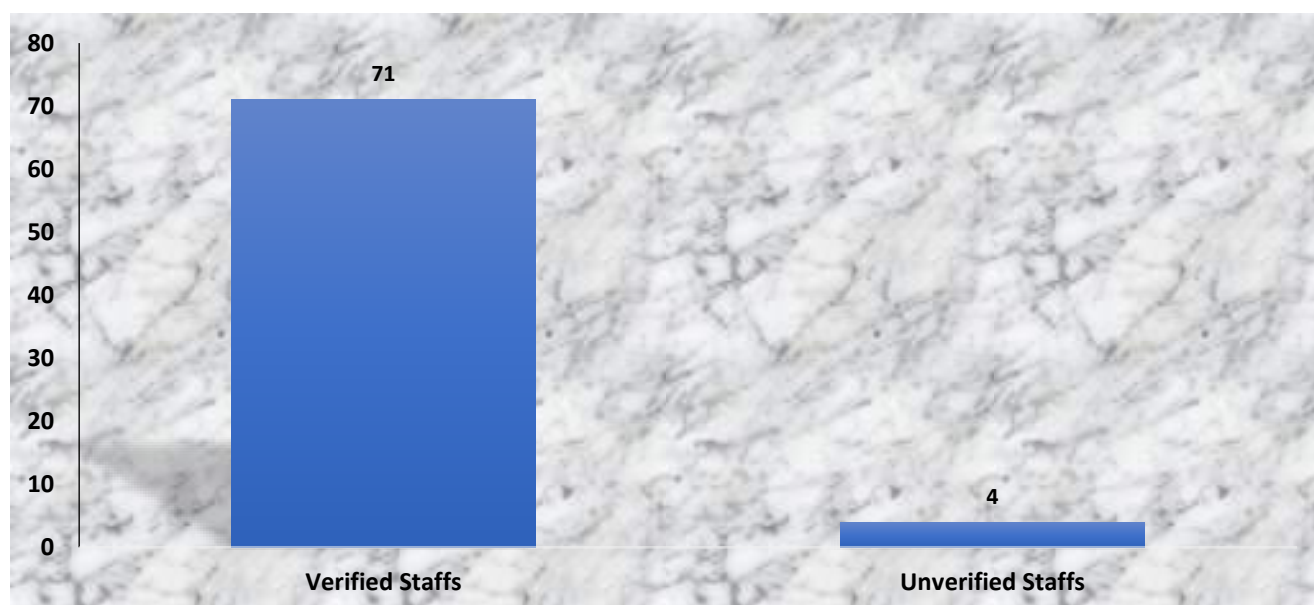
### 3.0 Conduct Comprehensive Headcount and Attendance Analysis

The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the Cooperative Development Agency, was intended to verify, validate, log, and capture relevant employment data from CDA employees. This process was carried out by using the following:

Approach:

- **Physical Headcount:** Conducted roll calls and in-person verification using the National Identification Card and employment documentation.
- **Time and Attendance Records Review:** Collected and analyzed attendance logs, timekeeping data system, and manual registry.
- **Discrepancy Identification:** Flagged inconsistencies between attendance records and payroll or HR databases.
- **Report Compilation:** Documented findings, including absenteeism trends, ghost workers, or unaccounted personnel.

*Figure 4.0 Verification status of Excuse employees*

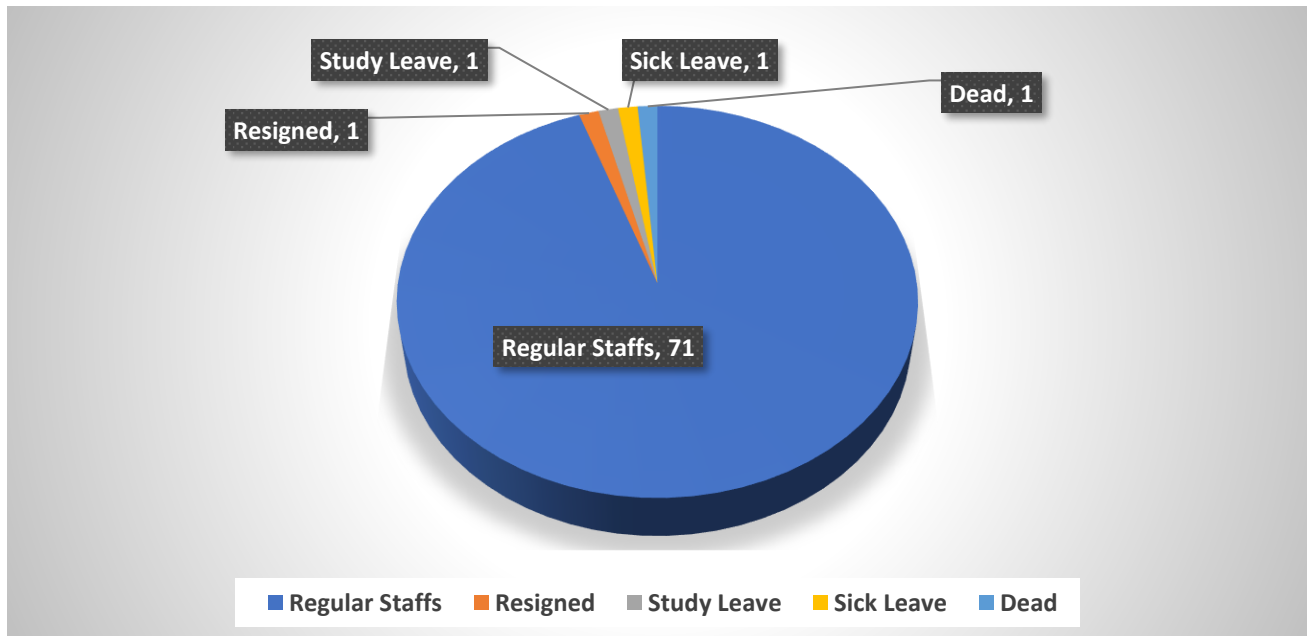


As per the figure above, it indicates that out of the **75 total staff (with the exception of staff members on study leave and sick leave) are at the Cooperative Development Agency:**

- **71 staff members were verified**, having physically appeared, recorded, verified, and credentials presented during the verification exercise.
- **2 staff were unverified**, listed under the “No Record” category. These individuals did not appear for the head count and credential verification, raising questions about their employment status, legitimacy, or current engagement with the Cooperative Development Agency.

The data suggest that while most staff members have been accounted for and verified, the absence of **2 unverified** individuals requires urgent follow-up. These cases should be investigated further to determine if they represent ghost employees or inactive staff.

*Figure 5.0 Excuse Disaggregation of verified employees*



The figure titled "**Excuse Disaggregation**" shows a chart that breaks down different categories of staff attendance or excuse statuses, with the count of individuals in each category. A detailed explanation of its components:

- "**Excuse Disaggregation**" indicates that the chart shows the number of individuals categorized under different types of leave, regular attendance, or unexcused absences.

### 1. Data Values

Each category has a value representing the count:

- **Regular Staff:** 71
- **Resigned (No Record):** 1
- **Sick Leave:** 1
- **Study Leave:** 1
- **Dead (No Record):** 1

This shows that:

- The **vast majority (71)** are Regular Staffs (presumably present at work).
- 1 staff member on Study Leave.

- With an equal number (1 each – ‘Resignation’, and ‘Death’ respectively), no substantial evidence was given regarding the death and resignation of those staff members; therefore, they are considered as ‘Ghost’.

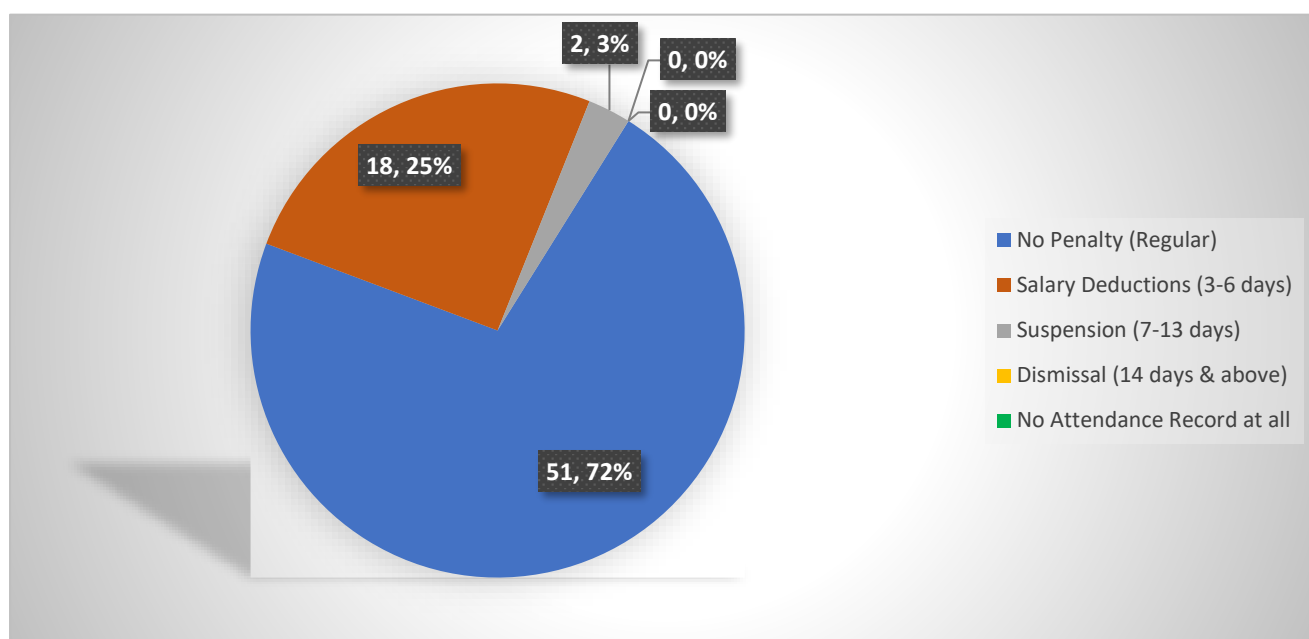
## 2. Key Observations

- Regular attendance dominates the dataset.
- One resignation (No Record – Ghost).
- One person was announced dead (No Record – Ghost).
- One person is on sick leave.
  - Staff members who were reported to have been on sick leave were verified, considering the following:
    - ✓ Request for Sick Leave
    - ✓ Medical Report
    - ✓ Approval Letter from CDA
- One person is on study leave.
  - In the case of Study leaves, records of staff members were verified considering the following:
    - ✓ Application for Study Leave
    - ✓ Admission and enrolment package
    - ✓ Approval Letter from CDA
    - ✓ Memorandum of Understanding between the applicant and the CDA

**Table 1.0 June & July Absent Analysis**

<b>Attendance Analysis Breakdown</b>	
<b>Penalty</b>	<b># of Staffs</b>
No Penalty (Regular)	51
Salary Deductions (3-6 days)	18
Suspension (7-13 days)	2
Dismissal (14 days & above)	0
No Attendance Record at all	0
<b>Total</b>	<b>71</b>

*Figure 6.0 Attendance Record*

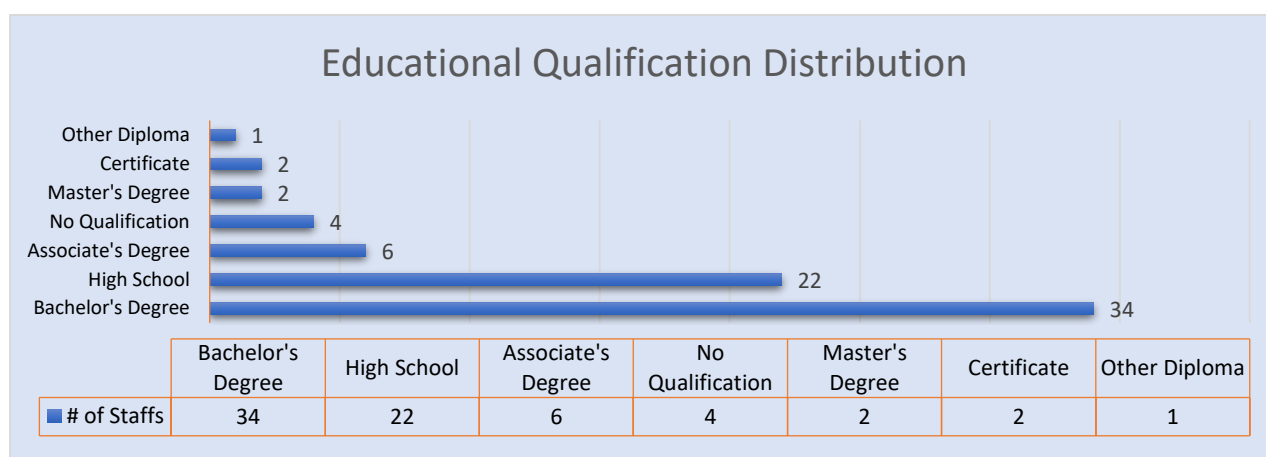


#### 4.0 Authenticate Academic and Professional Credentials

##### Approach:

- **Document Collection:** Collected physical copies of academic and professional credentials.
- **Forensic Review:** Examined documents for signs of forgery (e.g., inconsistencies, quality of print, seals).
- **Third-Party Verification:** Contacted issuing institutions (universities, professional bodies) for direct validation.
- **Database Checks:** Used credential verification databases (if accessible) for quick validation.
- **Documentation:** Record validated or invalidated credentials with evidence and recommendations.

**Figure 7.0 Highest Educational Qualification**



As per the figure above, an analysis of educational credentials among staff reveals the following:

- The largest credential group is bachelor's degree holders (34 staff), indicating a relatively fewer master's graduate qualified workforce at the postgraduate level.
- A combined 2 staff members with Master's, and 6 staff with an associate's degree.
- Notably, 4 staff have no academic credential, and alarmingly 22 holds only a high school diploma, which may warrant concern, especially in academic or technical departments.

The figure above illustrates the distribution of individuals by their level of educational attainment. The data is visualized in a horizontal bar chart and supplemented by a table for clarity. The purpose of this analysis is to identify the educational composition of the workforce, which can inform policy decisions, training needs, and strategies for workforce development.

The horizontal bar chart presents the number of individuals in each educational category. A data table below the chart lists the same values.

### **Educational Qualification Categories and Observations**

Qualification Level	Count	%
High School	22	31%
No Qualification	4	6%
Bachelor	34	48%
Master's	2	3%
Certificate	2	3%
Associate degree	6	8%
Other Diploma	1	1%



- **Bachelor's Degree:** The largest group with 34 (48%) individuals possesses undergraduate degrees, showing some level of tertiary education.
- **High School:** A significant portion of 22 staff members (31%) have completed secondary education.
- **Associate degrees:** This category has 6 staff (8%) possessing some tertiary education in different disciplines.
- **No Qualification:** 4 staff members (6%) have no formal educational qualification, which may impact on their employability and the institution's growth.
- **Master's Degree:** Only 2 individuals (3%) have attained a postgraduate degree, suggesting limited representation of highly educated individuals.
- **Certificate:** This category also has 2 individuals (3%), reflecting modest vocational or technical training.
- **Other Diplomas:** This category accounts for just an individual (1 staff – 1%), indicating a minimal presence.

### Implications

About 56% of the total verified staff indicate individuals who are undergraduates with bachelor's degree and an associate degree, and an enormous number with only a high school education or no qualification at all suggests a potential skills gap in the workforce. Efforts to improve access to higher education, technical certification programs, and adult education may help elevate the qualifications and capacity development of this group of employees. The relatively small number of individuals with postgraduate degrees underscores the need to promote advanced education, particularly in fields that require specialized knowledge.

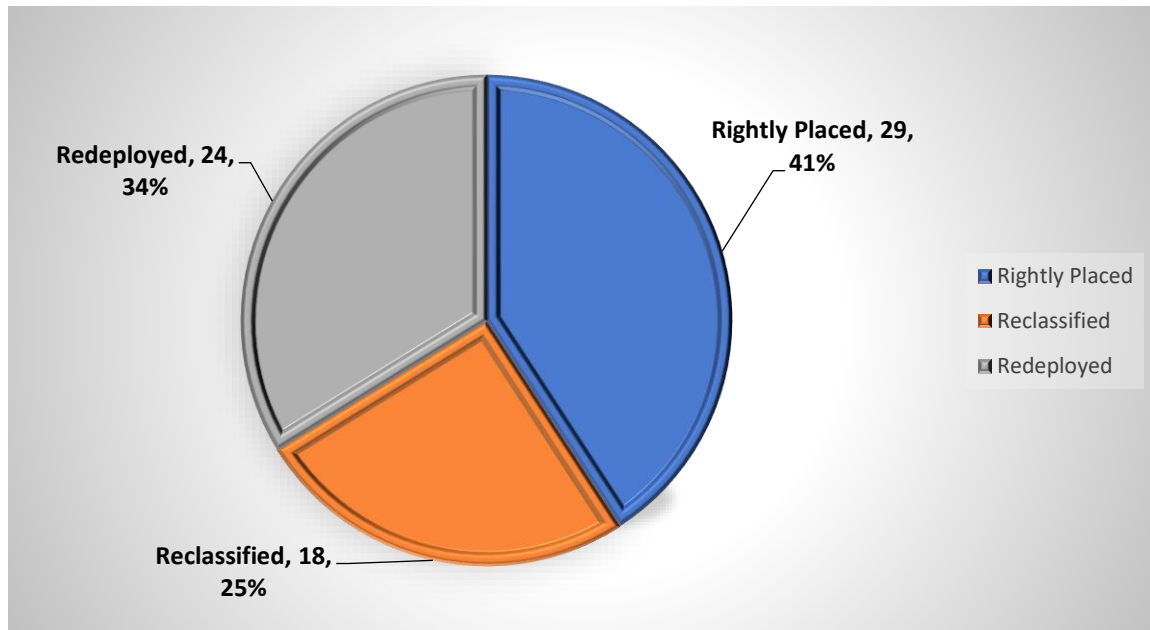
This analysis reveals critical insights into the educational makeup of the Cooperative Development Agency workforce. It underscores the need for targeted educational policies and programs to build a more skilled and competitive workforce.

### 4. Optimize Staff Deployment Based on Qualifications and Institutional Needs

Approach:

- **Competency Mapping:** Compared validated qualifications and experience with current job descriptions.
- **Needs Assessment:** Collaborated with department heads to identify staffing gaps or overlaps.
- **Reassignment Planning:** Recommended redeployment based on qualifications, skills, and institutional priorities.
- **Consultation:** Engaged affected staff and departments in discussions to ensure clarity and buy-in.

**Figure 8.0 Redeployment & Reclassification**



The figure above depicts the placement status of individuals within their roles in an organization. It aims to evaluate the effectiveness of job-role alignment and identify areas needing human resource intervention.

### Staff Placement Distribution

The chart visualizes the placement status of individuals within their roles.

Placement Category Count	Staffs
Rightly Placed	29
Reclassified	18
Redeployed	24

### Observations

- Considerably, Rightly Placed staff dominate (29 staff members), suggesting overall alignment.
- However, 24 individuals are in categories needing review: misplaced, under/overqualified, or awaiting transfer – these calls for redeployment.
- Noticeably, 18 staff are rightfully placed internally, receiving the equitable salary stipulated for those positions within the CDA, but they are captured on the payroll differently - this discovery calls for reclassification.

## Implications

- There is a need for role reassignment or retraining programs.
- Opportunities for career growth and professional development should be initiated.
- Strategic HR planning will enhance organizational efficiency.

## 6.0 Formalize Employment Status Updates

### Approach:

- **Data Consolidation:** Compiled verified information from the above exercises.
- **PAN Preparation:** Completed requirements for Personnel Action Notice (PAN) forms reflecting status changes (e.g., transfers, contract renewals, confirmations, terminations).
- **Approval Workflow:** Routed PANs through appropriate administrative channels for endorsement.

## 7.0 Promote Transparency and Institutional Integrity

### Approach:

- **Open Communication:** Held periodic briefings with the Cooperative Development Agency leadership and departments to update them on progress.
- **Verification Trail:** Maintained detailed logs of decisions, changes, and verifications for future exercises.
- **Compliance Checks:** Ensured all activities align with the Cooperative Development Agency HR policy, Civil Service Standing Orders, Human Resource Policy Manuals, national labor laws, and ethical standards.
- **Stakeholder Involvement:** Involved HR, finance, legal, and academic leadership in decision-making.

## 8.0 Provide Strategic HR Recommendations

### Approach:

- **Trend Analysis:** Analyzed findings from all previous activities to identify systemic issues (e.g., qualification gaps, attendance abuse, outdated job roles).
- **Policy Review:** Compared current practices with best HR practices and legal requirements.

Staff development/training needs

Recruitment and retention strategies

Suggested policy updates

Long-term workforce planning

- **Presentation to Management:** Present findings and recommendations to senior management with an implementation roadmap.

## 9.0 Role of the CSA and Use of the HR Database System

The Civil Service Agency, acting upon formal requests, designed and led the exercise with support from the Technical Team from the Employment Service Division (ESD). The CSA team also developed and utilized a custom-built HR Database System that served as the central platform for the authentication process.

### 9.1 Key Functions of the HR Database System:

- Live tracking of verification outcomes for each department/unit
- Status tagging for everyone (verified, unverified, reclassified, etc.)
- HR Database System analytics enabled management to monitor progress and generate summary reports in real time
- Real-time HR Database System used to validate all inputs and provide management with oversight and audit trail capability.

## 10.0 Key Results and Outcomes

- 71 staff members physically verified from an original payroll list of 79 staff members.
- 4 appointees.
- 2 ghost employees (no evidence of death certificate or any documentation verifying the death and resignation of those staffs; hence, they are classified as ghost – no record). These staff members are flagged and recommended for removal.
- 42 staff members recommended to be reclassified and redeployed in line with their duties and qualifications.
- 44 PANs approved to be prepared and submitted to formalize changes in employment status.

## 11.0 Challenges Encountered

- Poor recordkeeping and absence of standardized personnel files.
- Resistance from some staff members to turn out for exercises due to fear of job loss or exposure.

Here is a comprehensive report based on the activities outlined for the Cooperative Development Agency concerning personnel records, staff verification, and role redeployment:

## 12.0 Data Analysis Overview

The CSA team tasked with carrying out the activities outlined at the Cooperative Development Agency focused on personnel records, staff verification, and role redeployment, clearly defining objectives to ensure effectiveness, transparency, and alignment with institutional goals. Below are the key objectives for the personnel and credentials verification exercises:

### ***Ensure Accurate and Updated Employee Records***

**Objective:** To review and update all personnel files to ensure completeness, accuracy, and compliance with institutional and regulatory requirements.

**Key Tasks:** Identify missing documents, correct inconsistencies, and ensure each file reflects current employment status.

### ***Conduct Comprehensive Headcount and Attendance Analysis***

**Objective:** To verify the actual number of active staff and analyze attendance and timekeeping data to assess workforce reliability and payroll accuracy.

**Key Tasks:** Cross-reference HR records with physical presence and time logs; identify ghost workers or absenteeism trends.

### ***Authenticate Academic and Professional Credentials***

**Objective:** To conduct both physical and forensic verification of staff credentials to confirm the legitimacy and relevance of qualifications.

**Key Tasks:** Validate certificates with issuing institutions; detect forgeries or misrepresentations; ensure alignment with job roles.

### ***Optimizing Staff Deployment Based on Qualifications and Institutional Needs***

**Objective:** To realign staff roles and responsibilities according to verified qualifications, experience, and institutional requirements.

**Key Tasks:** Conduct job-matching analysis; recommend reassignments for efficiency and effectiveness; address skill gaps.

### ***Formalizing Employment Status Updates***

**Objective:** To prepare and issue accurate Personnel Action Notices (PANs) to reflect any changes in employment status, role, or department.

**Key Tasks:** Generate PANs based on verified data; ensure documentation aligns with CSA policy and legal standards.

### ***Promote Transparency and Institutional Integrity***

**Objective:** To support governance, accountability, and trust within the Cooperative Development Agency's administrative framework.

**Key Tasks:** Document all findings and processes; report discrepancies; recommend policy improvements.

### ***Provide Strategic HR Recommendations***

**Objective:** To advise the Cooperative Development Agency leadership on HR improvements based on the review's findings.

**Key Tasks:** Suggest updates to recruitment, evaluation, and record-keeping practices; contribute to long-term workforce planning.

### 13.0 Optimizing Staff Deployment Based on Qualifications and Needs

The verification reveals that the Cooperative Development Agency has a relatively structured staffing framework, with several staff members holding first-degree and graduate qualifications. However, several issues stand out:

The presence of **3 staff members with no degree** and **22 with only high school diplomas** requires review, particularly to ensure these individuals are not occupying classified, administrative, or technical posts beyond their qualifications.

### 14.0 Conclusion

The initiative has provided a robust foundation for institutional reform in human resources management. The Cooperative Development Agency now has a clearer picture of its staffing profile, enhanced governance mechanisms, and a set of actionable recommendations to guide future HR planning. Continuous oversight, technological investment, and leadership commitment will be critical to maintaining and expanding upon these improvements.

### 15.0 Recommendations

- The 2 unverified staff **MUST** be immediately blocked and removed from the payroll.
- Immediately suspend staff members with severe credentials discrepancies and send them to the National Commission on Higher Education (NICHE) for further investigation.
- A total of 24 staff were redeployed and 18 reclassified, suggesting their qualifications or job functions required reassignment to more suitable positions as well as payroll amendment respectively.
- The CSA is recommending that the 3 staff members with no degree and 22 with only high school diplomas should not occupy any classified, junior-level, or above, or technical roles. They **MUST** be immediately reclassified.
- A total of 18 employees were absent for 3–4 days in June and July. Their salaries must be prorated consistently with the Human Resource Policy Manual. We recommend salary deductions.

#### **Immediate Action Based on Critical Finding**

- 2 staff members missed between 7 and 13 days in June and July. They **MUST** be suspended and the CSA notified of their suspension for payroll action.
- Recruitment: Credential verification **MUST** be implemented during the hiring process.
- Evaluation: Adopt performance-based assessments to inform promotions.
- Record-Keeping: Transition to a fully digital HR information system.

- Workforce Planning: Develop a strategic plan that includes a standard staffing policy aligned with the projected institutional personnel growth pattern.
- Initiated reviews of outdated HR policies for modernization.
- Establish a regular schedule for reviewing staff qualifications, especially for those in classified or leadership positions.
- Promote vocational and technical education to bridge the skills gap.
- Enhance access to adult education and literacy programs.
- Support scholarship and incentive programs for tertiary and postgraduate studies.
- Engage in institutional workforce development initiatives.
- Foster a culture of upward mobility through structured promotion pathways.
- Implement talent management strategies to ensure optimal workforce placement.
- Where evidence of fraudulent documentation exists, report the matter to the Civil Service Agency for immediate advice.
- Unify payroll systems under the CSA to ensure consistency, transparency, and regulatory compliance.
- Conduct a comprehensive payroll and HR audit, including biometric verification, to eliminate duplicate records.
- Implement a one-person-one-payroll policy strictly.
- Synchronize HR and finance records to maintain real-time staff and pay data.
- Engage CSA and MFDP to phase out internal payroll irregularities and ensure smooth.

## Appendices

- Appendix A: Sample Personnel File Checklist
- Appendix B: Verified Employees
- Appendix C: Redeployment & Reclassification
- Appendix D: Highest Credentials
- Appendix E: Excuse Ledger
- Appendix F: No Record/Ghost
- Appendix G: Attendance Record
- Appendix J: PAN Sample