



**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  
LIBERIA AGRICULTURE COMMODITY REGULATORY AUTHORITY (LACRA)**

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## Foreword

The Personnel and Credential Verification Report of the Liberia Agriculture Commodity Regulatory Authority (LACRA) presents findings of a comprehensive fifteen-day exercise conducted by the Civil Service Agency (CSA). The process was initiated at the request of LACRA's Director General, aimed at verifying employees and credentials and reclassifying personnel roles as necessary.

In response, the CSA promptly assembled a specialized verification team following established guidelines to ensure an efficient and transparent process. The primary objectives were to promote order, transparency, and accountability within LACRA's workforce.

The report features an in-depth overview of human resource data, covering key areas such as employment status, updates to personnel files, credential validation, reclassification efforts, and redeployment activities. It also highlights critical HR indicators, including age demographics, staff on study or sick leave, retirement status, and the distinction between verified and unverified personnel.

These data points are instrumental in strengthening workforce planning, promoting merit-based employment practices, and ensuring staff qualifications align with the agency's mandate to deliver quality services. Furthermore, the report identifies specific gaps and areas requiring urgent administrative intervention to enhance the overall effectiveness and integrity of LACRA's human resource management.

It is anticipated that the leadership of the LACRA will collaborate closely with the Civil Service Agency (CSA) to implement the recommendations to undertake corrective actions where necessary. This strategic partnership will be instrumental in promoting workforce regularization, enhancing service delivery, and reinforcing the Government of Liberia's broader commitment.

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
LACRA	-	Liberia Agriculture Commodity Regulatory Authority
PAN	-	Personnel Action Notice
ESD	-	Employment Services Division
MACs	-	Ministries, Agencies, and Commissions
PCVT	-	Personnel & Credentials Verification Team
HR	-	Human Resource

## Executive Summary

The report presents the findings and recommendations of a strategic human resource personnel and credential verification initiative carried out at the Liberia Agriculture Commodity Regulatory Authority (LACRA). Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative seeks to strengthen LACRA human resource framework by reviewing personnel records, verifying employee identities and qualifications, realigning job roles, and improving workforce transparency. The overall objective is to align LACRA'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 76 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 76 files meeting national compliance standards, reflecting an **83.52%** compliance rate. This will significantly improve the integrity and accessibility of LACRA'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 align with attendance data. A comprehensive physical headcount of staff was undertaken. Attendance logs were cross-referenced with payroll records, revealing 6 anomalies (unverified), including unreported absenteeism and suspected ghost workers. Despite these findings, the audit verified an active workforce of 76 personnel. These results provide a reliable baseline for workforce planning and payroll accountability.

In addition to the files and attendance reviewed, the team conducted a full credential verification exercise targeting all staff. Credentials submitted by staff were authenticated through direct engagement with the issuing institutions. This process verified that 64 staff members, representing **84.21%** of the workforce, possessed legitimate and verifiable credentials. However, 2 cases (**2.63%**) were flagged due to unverifiable documents. These cases have been referred to the appropriate administrative units for further investigation and disciplinary action in line with civil service regulations. The remaining **13.5%** of the employees verified presented no form of academic credentials to the CSA.

Overall, the findings underscore the urgent need for continuous monitoring and institutional reforms to uphold workforce integrity and excellent service delivery. This initiative has laid a solid foundation for the Liberia Agriculture Commodity Regulatory Authority 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 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 response to LACRA's request and in alignment with the Government of Liberia's public sector reform agenda, the Civil Service Agency (CSA) deployed a qualified team to carry out a structured and results-driven personnel audit. The overarching goal was to support LACRA in strengthening human resource governance and aligning its staffing practices with national standards.

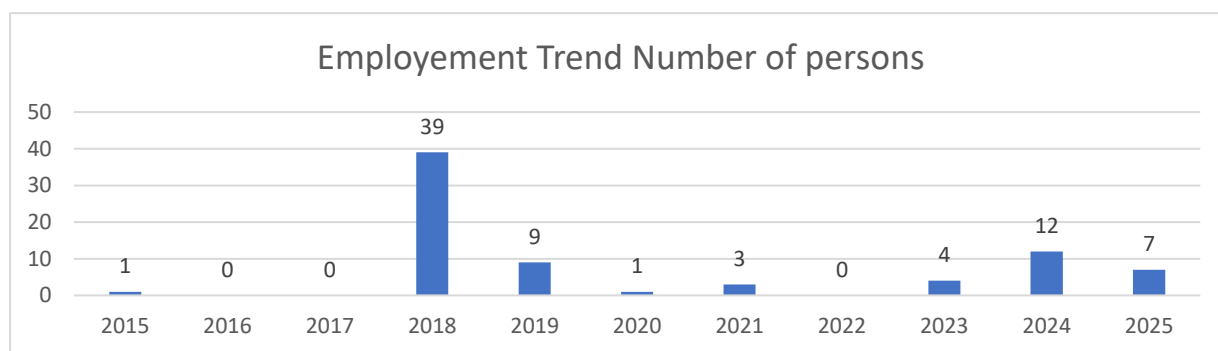
- Reviewing personnel files and updating them
- Headcount verification, time and attendance records analysis of all existing staff.
- Physical and Forensic verification of Credentials
- Redeployment of roles based on duties and qualifications.
- Preparation of Personnel Action Notice (PAN) forms to update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

The team, tasked with the activities outlined by the Liberia Agriculture Commodity Regulatory Authority, focused on personnel records, staff verification, and role redeployment, with clearly defined objectives to ensure effectiveness, transparency, and alignment with institutional goals. Below are the key objectives of the exercise:

### 1.0 Ensure Accurate and Updated Employee Records

- To review and update all personnel files to ensure accuracy and compliance with institutional policies and Civil Service 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**

- Verify the actual number of active staff and evaluate attendance and timekeeping data to ensure workforce reliability and payroll accuracy.
- Key Tasks: Cross-reference 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, Liberia Agriculture Commodity Regulatory Authority and legal standards.

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

- Objective: To support governance, accountability, and trust within the LACRA's administrative framework.

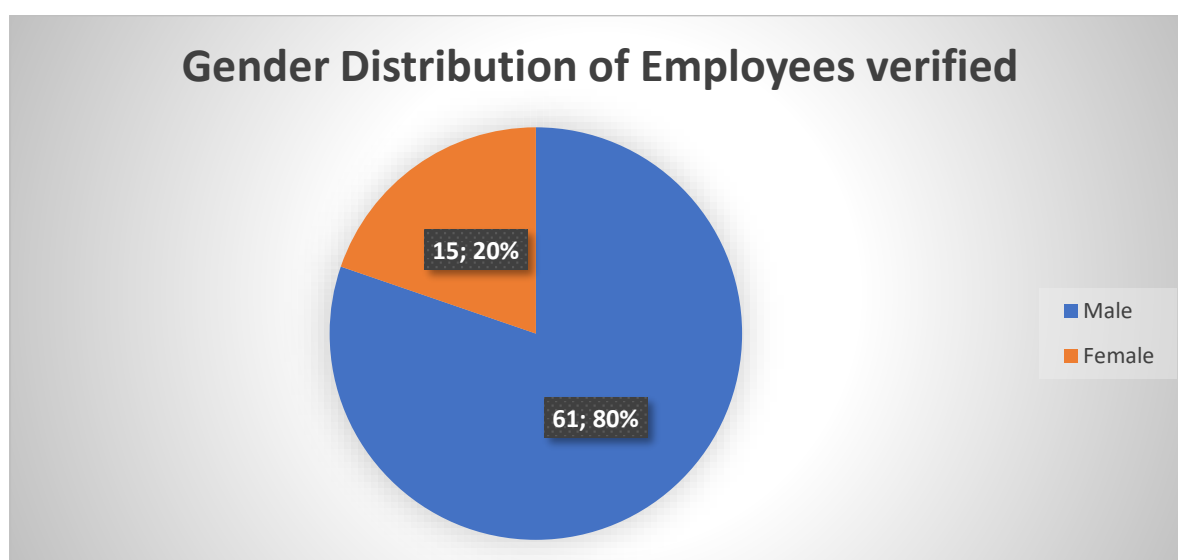


- Key Tasks: Document all findings and processes; report discrepancies; recommend policy improvements.

### 1.7 Provide Strategic HR Recommendations

- Objective: To advise the Liberia Agriculture Commodity Regulatory Authority 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 **Liberia Agriculture Commodity Regulatory Authority (LADRA)** consists of:

*Table 1. Gender Number of Employees Percentage*

Males	61	80.3%
Females	15	19.7%
<b>Total</b>	<b>76</b>	<b>100%</b>

### Key Observations

#### 1. Male Dominance:

- Males constitute approximately 80.3% of the workforce
- Indicates a significant **gender imbalance** favoring males.

## **2. Female Representation:**

- Women make up only 19.7% of employees
- Reflects the underrepresentation of females' employment at LACRA.

## **3. Gender Gap:**

- There is a 46-personnel difference between male and female staff, which accounts for a 60.6% difference. This mean, Males outnumber females by roughly **2.3** times in percentage terms.

### **Implications**

- The current gender distribution may hinder efforts toward workplace diversity and inclusion.
- It could impact the development and implementation of gender-sensitive policies.
- Underrepresentation of women might limit their participation in leadership and decision-making roles.
- Raises concerns about equal opportunity hiring practices, potential cultural or structural barriers, and career advancement for women at LACRA.

## **2.0 Methodology for Execution of Activities**

Below is a detailed methodology outlining the approaches used for executing the seven listed activities. 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 Liberia Agriculture Commodity Regulatory Authority.

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

Approach:

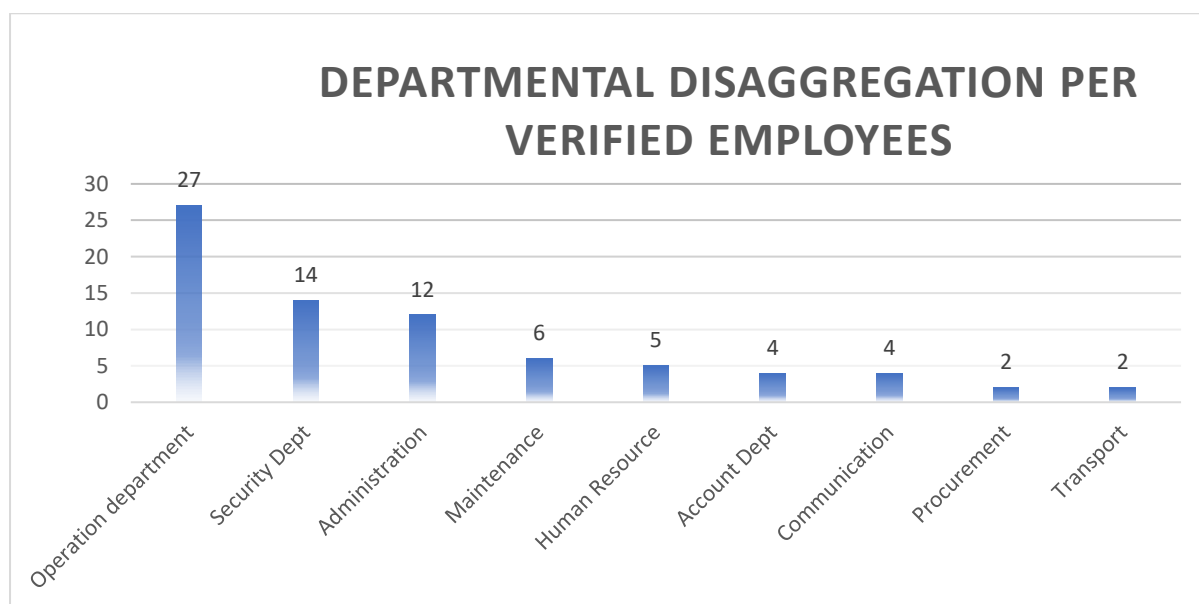
- Data Collection: The CSA Team retrieved existing personnel files from HR archives.
- Gap Analysis: Cross-checked files against a standard checklist. The requisite attachments for each folder were:
  - a. Letter of Application.
  - b. Employment Letter.
  - c. Three (3) letters of recommendation.
    - 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 five (5) 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 illustrates the distribution of staff members across different departments at the Liberia Agriculture Commodity Regulatory Authority (LACRA). It categorizes the personnel counts within each department, highlighting areas with higher and lower staffing levels.

The data indicates that the Operation and Technical Services Department has the largest staff, with 27 personnel, underscoring its critical role in managing core operations. Following this, the Security Department has 14 staff members, and the Administrative Department comprises 12 staff members, reflecting their importance in supporting institutional functions.

Other departments with smaller staffing levels include:

Maintenance, 6 staff members, Human Resources, 5 staff members, Account Department, 4 staff members, Communication Department, 4 staff members, Procurement Department, 2 staff members, Transport Department, 2 staff members

The relatively low staffing in the Account, Communication, Procurement, and Transport Departments suggests they may be under-resourced, which could impact their ability to support technical infrastructure, operations, and administrative functions effectively.

Additionally, there are 6 individuals listed under the “No Record” category. These staff members did not appear during the physical headcount and credential verification exercise, raising concerns about their employment status, documentation, or actual presence at work. This situation warrants immediate administrative investigation to verify their engagement and take appropriate action based on the findings.

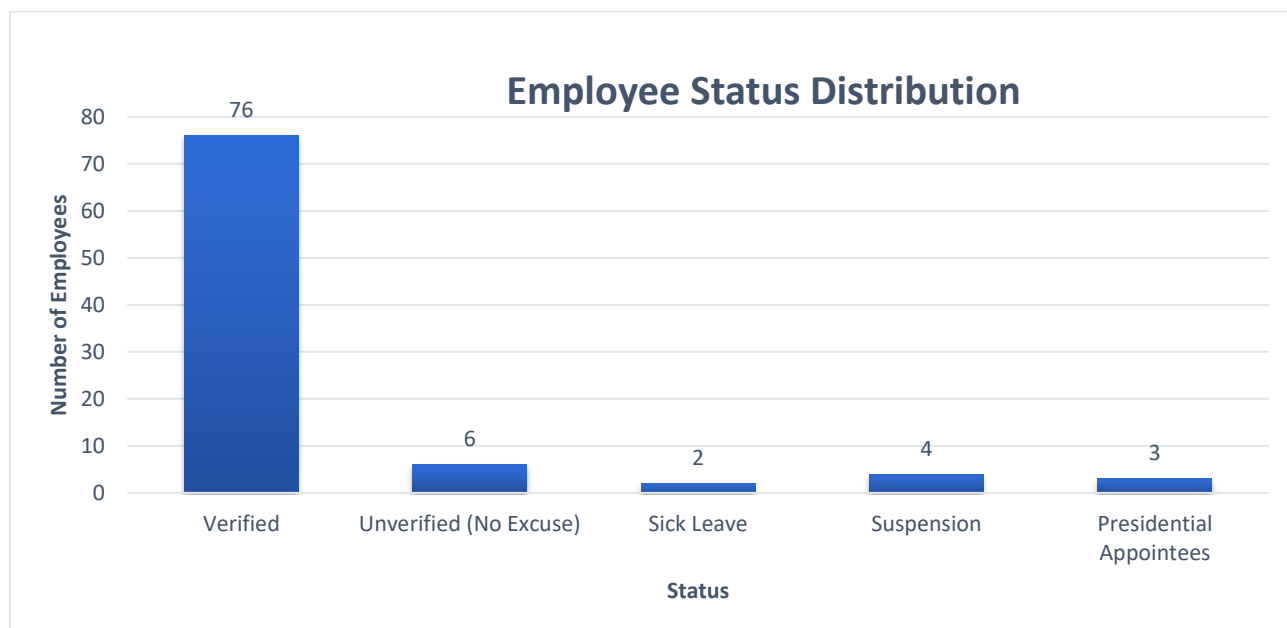
### **3.1 Conduct Comprehensive Headcount and Attendance Analysis**

The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the Liberia Agriculture Commodity Regulatory Authority (LACRA), was intended to verify, validate, log, and capture relevant employment data from LACRA employees. This process was carried out using the following methods and tools:

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 analysed 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 Outlook of LACRA employees**

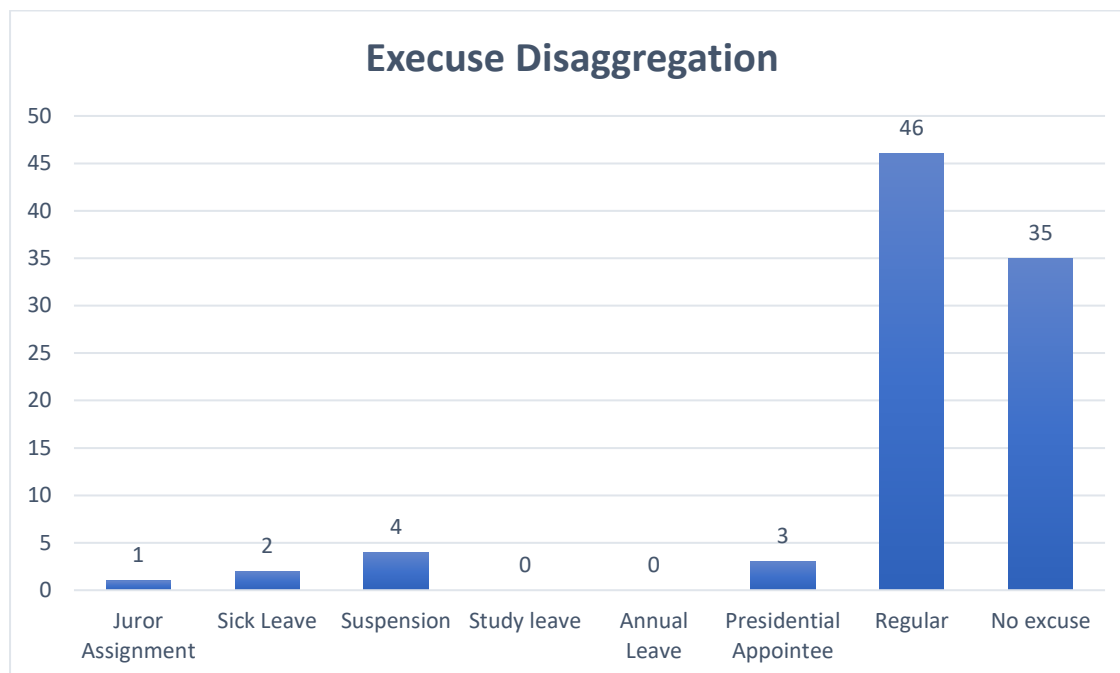


As per the figure above, it is indicated that out of the **91 total staff at Liberia Agriculture Commodity Regulatory Authority**:

- **76 staff members were verified**, having physically appeared, record verified, and credentials presented during the verification exercise.
- **6 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 **Liberia Agriculture Commodity Regulatory Authority**.

The data suggests that while many staff members have been accounted for and verified, the absence of 6 unverified individuals requires urgent follow-up. These cases should be investigated further to determine if they represent ghost employees or inactive staff.

*Figure 4.1 Excuse Disaggregation of verified employees*



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

- "**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:** 46
- **No Excuse:** 35
- **Sick Leave:** 2
- **Annual Leave:** 0
- **Study Leave:** 0
- **Suspended:** 4
- **Presidential appointee:** 3
- **Juror assignment:** 1

This indicates that:

- The vast majority (46) are Regular Staff (presumably present at work).
- No staff on Annual Leave.

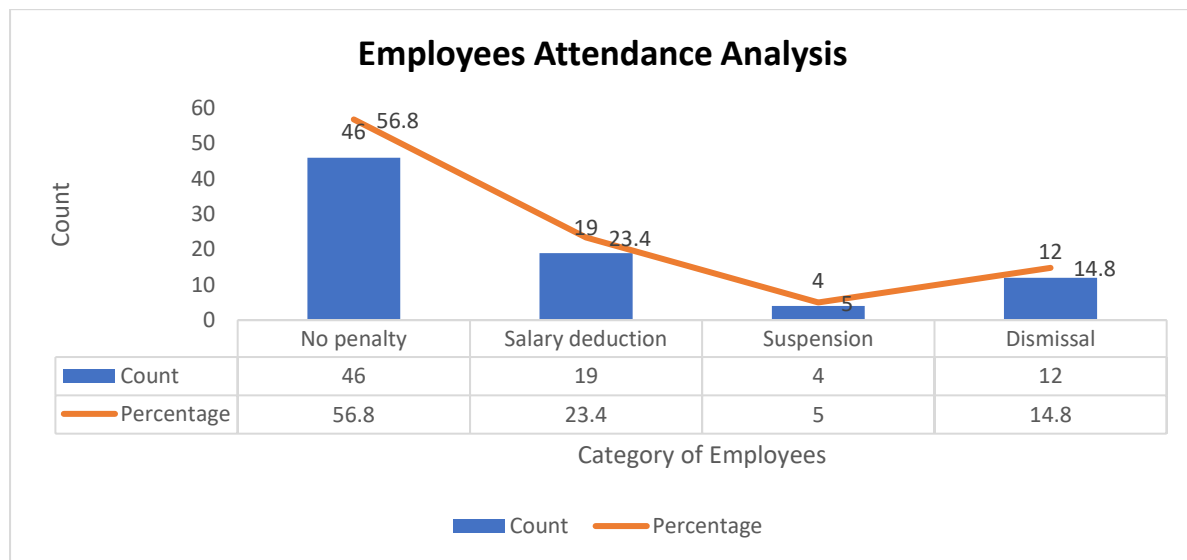
- Two (2) staff on Sick Leave
- No staff on Study Leave
- Only four (4) people are suspended.
- Thirty-five (35) individuals are marked as having No Excuse, which could imply unexplained absences.

## 2. Key Observations

- Regular attendance dominates the dataset.
- Unexcused absences (35) are the second-largest category, signaling a serious area of concern.
- The four employees suspended were not verified.
- 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 LACRA

*Figure 5.0 Attendance analysis*



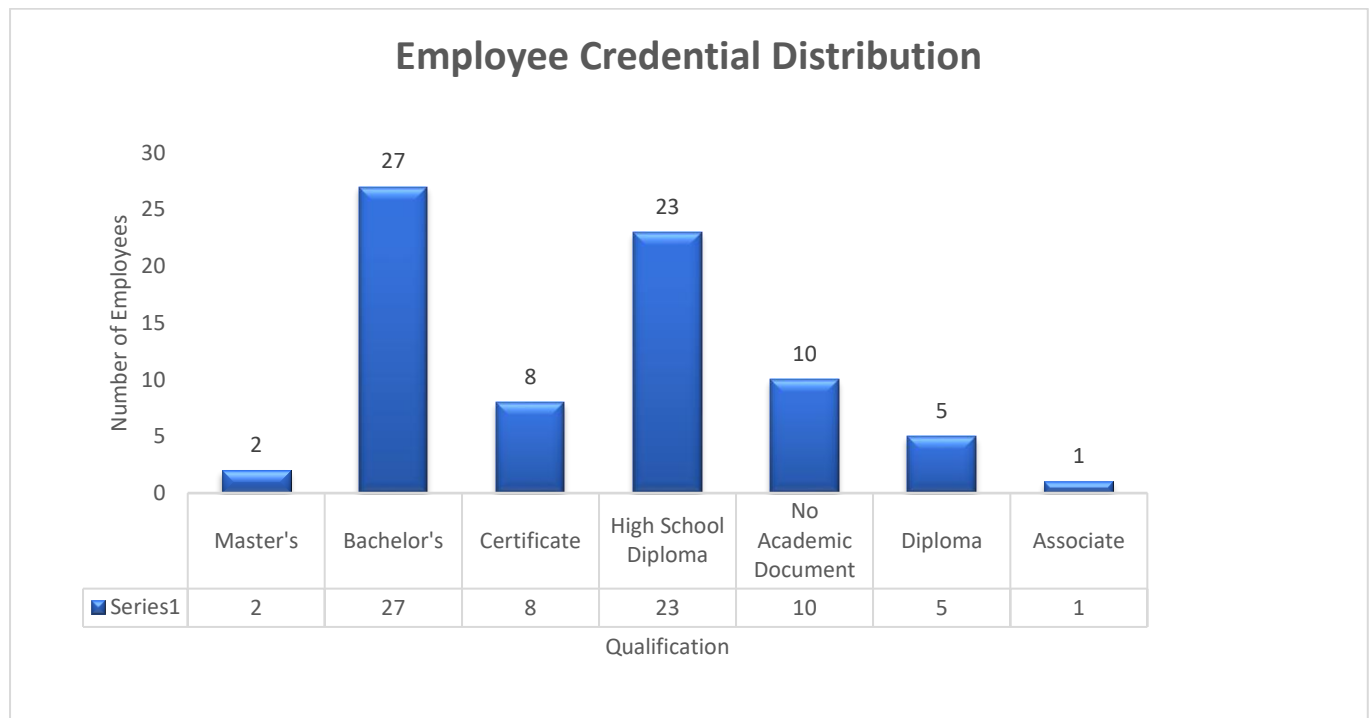
## 4.2 Authenticate Academic and Professional Credentials

### 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 6.0 Highest Educational Qualification**



The figure above depicts the distribution of staff credentials at the Liberia Agricultural Community Regulatory Authority (LACRA) during the CSA personnel and credential verification exercise. The results show that of the 76 employees verified, the following categories of academic credentials were presented per employee. Accordingly, the report revealed that the aggregated number of employees who presented bachelor's degrees was 27, followed by 23 individuals with a high school diploma, 8 with a certificate, 5 with a diploma, 2 with a master's degree, and 1 with an associate degree. However, 10 employees presented no form of academic or professional qualifications. This is alarming because this category of employees' accounts for approximately 11% of LACRA's workforce.



**Table 2. Education Qualification Categories and Observations**

Qualification Level	Count
High School	23
No Qualification	10
Bachelor	27
Master's	2
Certificate	8
Diploma	5
Associate	1

- **High School:** The second largest group of employees in LACRA presented a high school diploma, indicating that 30.26% of the employees verified by the CSA team have completed secondary education.
- **No Qualification:** 10 staff members, accounting for 13.2% of the employees verified by CSA, have no formal educational qualifications, which may affect their employability and the overall institutional growth.
- **Bachelor's Degree:** 27 individuals possess undergraduate degrees, which is the largest category of credentials submitted. This indicates that 35.5% of the verified employees have obtained a tertiary education.
- **Master's Degree:** Only 2 individuals have attained a master's degree, representing 2.63% of the total workforce verified by CSA. This suggests a limited number of personnel with advanced education, which has the potential to limit the productivity target of the institution concerned. However, one individual presented a degree in religious education, which does not align with the functional responsibilities of the employee concerned.
- **Certificate:** 8 staff members have obtained certificates, which account for 10.5% of the employees verified.
- **Associate degrees:** Only one employee presented an associate degree, which accounts for 1.32% of the employees being verified by CSA. This indicates the lowest minimal presence in the distribution of the series.
- **Diplomas:** 5 employees hold a professional diploma, accounting for 6.57% of the workforce verified by the CSA team.

## Analysis and Implications

The data indicate that 40.26% of individuals verified by the CSA possess only a high school education or no formal qualifications, highlighting a significant skills gap within the workforce. This underscores the urgent need to expand access to higher education and technical certification programs. Addressing this gap is crucial for enhancing the capacity and productivity of the workforce.

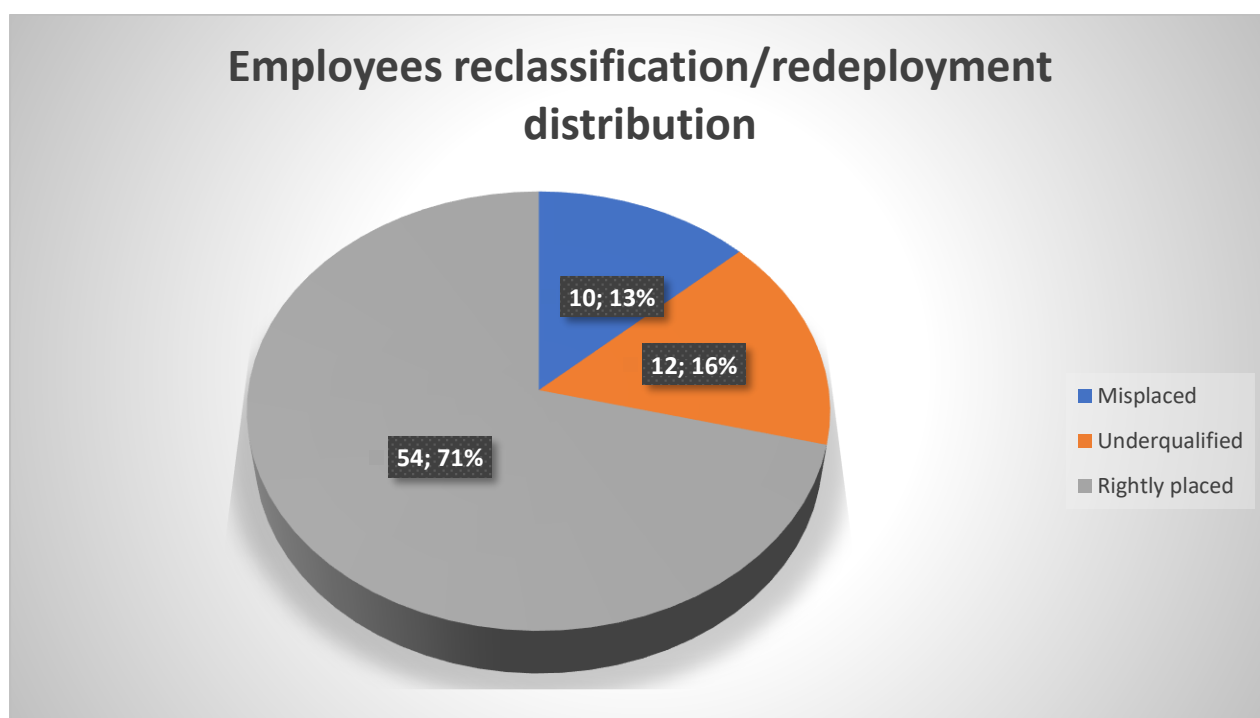
Furthermore, the low proportion of individuals holding postgraduate degrees reveals a shortage of advanced expertise, particularly in areas that demand specialized knowledge. Hence, promoting postgraduate and professional education, especially in science, technology, agriculture, and regulatory fields, will be essential for building a more competent and competitive labor force.

### 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 7.0 Re-deployment/reclassification*



The figure above illustrates the placement status of individuals within their respective roles in the institution. It serves to assess the effectiveness of job-role alignment and to identify areas that may require targeted human resource interventions.

### Staff Placement Distribution

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

#### Placement Category Count

Rightly Placed	54
Misplaced	10
Underqualified	12

#### Observations

- Considerably, rightly placed staff dominate (54 staff members), suggesting overall alignment.
- However, over 10 individuals are misplaced or awaiting transfer.
- 12 staff members are marked as unqualified.

#### 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.

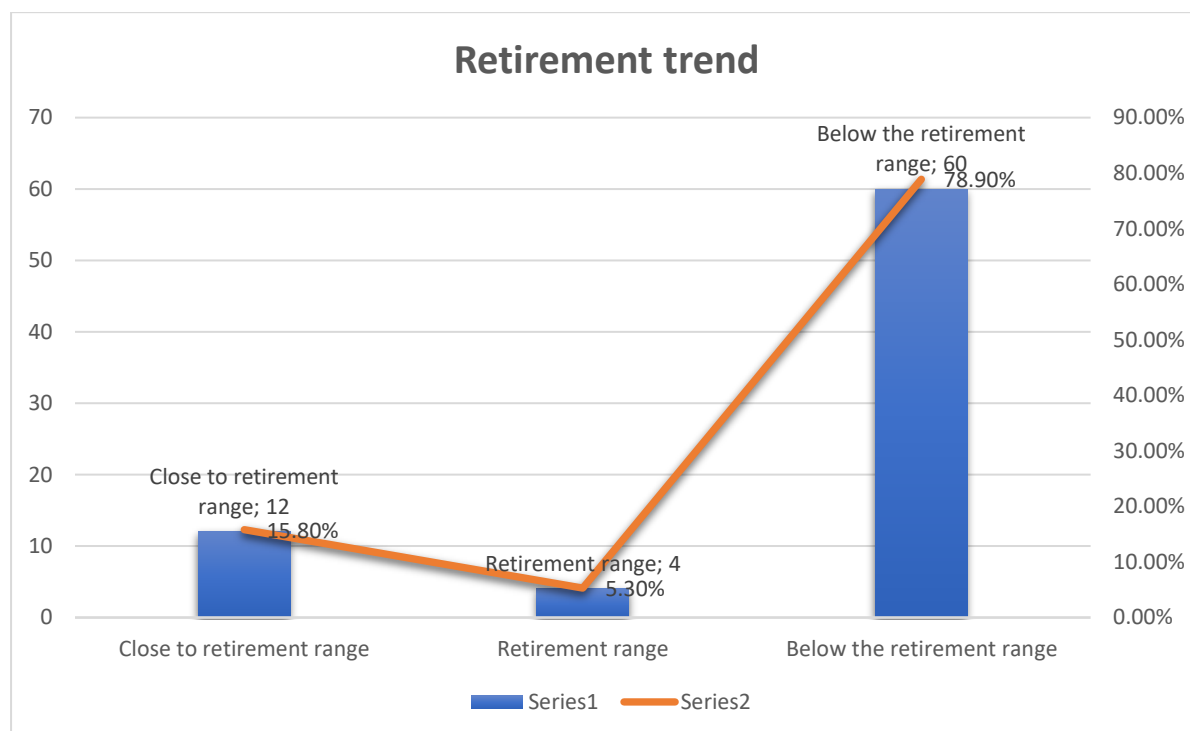
## 6.0 Formalize Employment Status Updates

### 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, confirmations, terminations).
- **Approval Workflow:** Routed PANs through appropriate administrative channels for endorsement.

## 7.0 Retirement Trend analysis of LACRA

*Figure 8.0 Re-deployment/reclassification*



The figure above shows the retirement trend of the employees verified at the Liberia Commodity Regulatory Authority. It reveals that LACRA is in a strong workforce position, with 79% of employees verified still below retirement age. However, a minimum of 5.3% of the total employees verified falls within the retirement bracket, and a total of 15.8% are close to the retirement range. This trend suggests stability, sustainability, and room for strategic human resource planning, while highlighting the need to gradually prepare for the eventual retirement of the 15.8% nearing retirement. In the graph indicated above, (Series 1) coloured blue represents the retirement levels in each category, while (series 2) denotes the retirement trend of each category. The findings underscore the importance of a proactive workforce and succession planning at LACRA. Given that nearly one-sixth of the workforce verified is either at or approaching retirement. Therefore, the administration of LACRA should consider developing structured succession strategies, capacity-building programs, and recruitment plans to ensure knowledge transfer and minimize future workforce gaps.

*Table 3. Retirement range of LACRA*

N0.	Retirement range of LACRA employees	Frequency	Percentage
1	Close to retirement range	12	15.8%
2	Employees within retirement range	4	5.30%
3	Below retirement range	60	78.9%

**1. Close to retirement range:**

A small portion of LACRA's workforce of 12 employees indicating 15.8 % are approaching retirement age. This signals that within a few years, these employees may exit the institution, creating the need for succession planning.

**2. Within retirement range**

Four (4) employees indicating 5.3% are already in the official retirement bracket. This indicates that immediate retirements are minimal and will not significantly disrupt the workforce in the short term of LACRA.

**3. Below retirement range**

The overwhelming majority of sixty (60) LACRA employees indicating 78.9% are still well below retirement age. This reflects a youthful workforce structure, suggesting stability and continuity for the future.

**Trend Analysis**

The bar chart highlights the sharp contrast: most employees are far from retirement, while very few are at or near it.

The line chart reinforces this by spiking dramatically at the "Below retirement range" (78.9%).

**Implications for LACRA**

- **Succession Planning:** With only 15.8% close to retirement, LACRA has enough time to prepare replacements through training and capacity-building.
- **Institutional Stability:** The workforce is predominantly young, reducing the risk of sudden labour shortages.
- **Pension/Benefit Liabilities:** Limited short-term financial pressure since only 5.3% are due for retirement soon.
- **Workforce Development:** The youthful structure offers room for long-term investment in employee growth and innovation.

## 7.0 Promote Transparency and Institutional Integrity

Approach:

- **Open Communication:** Held periodic briefings with the Liberia Agriculture Commodity Regulatory Authority 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 Liberia Agriculture Commodity Regulatory Authority 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. 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 (CSA), acting upon a formal request, spearheaded the exercise with support from the Technical Team of the Employment Service Division (ESD). As part of the process, the CSA developed and deployed a custom-built Human Resource Database System, which served as the central platform for managing and authenticating personnel data throughout the exercise.

### 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

- 76 staff Members were physically verified from an original payroll list of 91 staff members
- 6 ghost employees flagged and recommended for removal.
- 32 staff members recommended to be reclassified in line with their duties and qualifications.
- 3 Presidential appointees.

## 11.0 Challenges Encountered

- Poor recordkeeping and absence of standardized personnel files

## 12.0 Data Analysis Overview

This section outlines the methodology and data collection procedures employed at the Liberia Agriculture Commodity Regulatory Authority (LACRA) during the implementation of the personnel and credentials verification exercise. The Civil Service Agency (CSA) team assigned to the exercise focused on reviewing personnel records, conducting staff verification, and assessing role alignment and redeployment. The objectives were clearly defined to ensure effectiveness, promote transparency, and align outcomes with LACRA's institutional goals:

### *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.

### *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 to identify ghost workers or trends in absenteeism.

### *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, and 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 Liberia Agriculture Commodity Regulatory Authority administrative framework.

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

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

**Objective:** To advise the Liberia Agriculture Commodity Regulatory Authority 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 Liberia Agriculture Commodity Regulatory Authority has a relatively structured staffing framework, with 27 staff members holding first-degree qualifications, 5 holding professional diplomas, 2 holding master's degrees, 8 holding certificates, and 1 holding an associate degree. However, several issues stand out:

The presence of 10 staff members with no academic credentials and 23 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**

This initiative has laid a strong foundation for institutional reform in human resource management. As a result, the Liberia Agriculture Commodity Regulatory Authority (LACRA) now possesses a clearer understanding of its staffing profile, improved governance structures, and a set of actionable recommendations to inform future HR planning. Sustaining and building upon these achievements will require ongoing oversight, strategic investment in technology, and continued leadership commitment.

## **15.0 Recommendations**

- The six (6) unverified staff **MUST** be immediately blocked and removed from the payroll.
- The CSA is recommending that the 10 staff members with no degree and 23 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 19 employees were absent for 3–6 days in June and July. Their salaries must be prorated in accordance with the Human Resource Policy Manual. In other words, we recommend salary deductions for employees in said category.

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

- That all directors have either a deputy/ assistant director to promote efficiency and productivity, as this has the propensity to augment the strength of the workforce
- A total of 4 employees missed between 7 and 13 days in June and July. They **MUST** be suspended and the CSA notified of their suspension for payroll action.
- A total of 12 employees were absent for 14 or more days for the period reviewed. They **MUST** be dismissed, and the CSA must be duly notified 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.
- 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.
- 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.

## Appendices

- Appendix A: Sample Personnel File Checklist
- Appendix B: Verified Employees
- Appendix C: Not Qualified
- Appendix D: Departmental Listing
- Appendix E: Misplaced
- Appendix F: Excuse Ledger
- Appendix G: Attendance Record
- Appendix H: PAN Sample