A PARTIAL REPORT ON THE PERSONNEL AND CREDENTIAL VERIFICATION COVERING MONTSERRADO COUNTY, JUDICIARY BRANCH, REPUBLIC OF LIBERIA

Submitted By:
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Submitted To:
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Contents

Foreword

This Personnel and Credential Verification Report of the Judiciary Branch offers findings of a seven-day personnel and credentials verification exercise conducted by the Civil Service Agency (CSA) in collaboration with the leadership of the Judiciary. The intervention followed a formal request from the Chief Justice of the Supreme Court of Liberia, His Honor Yamie Quiqui Gbeisay, Sr., for a comprehensive personnel and credentials verification of all staff in the Central Office and the courts of Montserrado County, within the Judiciary Branch of the Government, and to make appropriate recommendations accordingly. In response to this urgent request, the CSA immediately prepared its specialized team of analysts and technicians, providing clear guidelines and mandates to conduct the exercise. This recognition of the need to establish order, transparency, and accountability in the Judiciary workforce was crucial.

The report provides a detailed overview of human resource data across the Judiciary Branch in Montserrado County, 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 provision of quality and professional service within the Judiciary. Additionally, the report offers insights into gaps that require urgent administrative attention from the leadership of the Judiciary Branch.

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

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Abbreviations

CSA - Civil Service Agency

IT - Information Technology

M&E - Monitoring & Evaluation

PAN - Personnel Action Notice

ESD - Employment Services Division

MACs - Ministries, Agencies, and Commissions

PCVT - Personnel & Credentials Verification Team

HR - Human Resource

MFDP - Ministry of Finance & Development Planning

Executive Summary

This report presents the findings and recommendations of a strategic human resource and credential verification initiative conducted at the Judiciary Branch. Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aims to enhance the Judiciary's human resource framework by reviewing personnel records, verifying employees' identities and qualifications, reassigning job roles, and improving workforce transparency. The overall objective was to align the Judiciary'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 674 personnel files were thoroughly examined across various departments and courts in Montserrado County. Through this exercise, numerous incomplete or outdated records were identified and rectified. All records were standardized with updated job descriptions and formatting, resulting in 674 files meeting national compliance standards, reflecting a 100% compliance rate. This will significantly improve the integrity and accessibility of the Judiciary's personnel data.

Another critical area of focus was the physical headcount verification and analysis of attendance data. 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 all staff was conducted. Attendance logs were cross-examined with payroll records, revealing no anomalies. Reported absenteeism and an aging workforce were noted, given the absence of a standard attendance policy. Maintaining protocols and regulations helps avert penalties and serves as a deterrent. Despite these findings, the exercise verified an active workforce of 674 personnel. These results provide a reliable baseline for workforce planning and payroll accountability.

In addition to reviewing the files and attendance, the team conducted a comprehensive credential verification exercise targeting all staff. Credentials submitted by staff were authenticated through direct engagement with the issuing institutions. This process indicates that 426 staff members, representing 63% of the workforce, possessed legitimate and verifiable credentials. However, fifty-six (56) cases (8%) were flagged due to unverifiable documents. These cases have been referred to the appropriate units for further investigation and validation in line with civil service credentials verification protocols.

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 Judiciary to institutionalize human-driven resource management practices and promote a culture of meritocracy, transparency, and accountability in institutional 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 and grievance management, and career development of civil servants. In addition, the Civil Service Agency provides advice to the Government of Liberia in key areas of public personnel management, 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 Judiciary 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 Judiciary:

- 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 Judiciary, focused on personnel records, staff verification, and role redeployment, and clearly defined objectives to ensure effectiveness, transparency, and alignment with institutional goals. Below are the key objectives:

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.

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-reference HR records with physical presence and time logs; identify ghost workers or absenteeism trends.

- **System Findings:** It was discovered that the Judiciary operates a dual Payroll system- one is managed by the Ministry of Finance & Development Planning (MFDP) in concert with the Judiciary. What is even concerning is the fact that this payroll is non-taxable.

The taxable payroll is managed by the Civil Service Agency (CSA) in accordance with the Remuneration and Standardization Act of 2019, which consolidated all payrolls into a single payroll system managed by the CSA, except for consultancy remuneration, which is also managed by the CSA in keeping with the 2024 Consultancy Policy Guidelines. This action is in direct contravention of statutory and CSA regulations that must be corrected to engender transparency, accountability, and integrity in public finance.

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 the 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, the Judiciary, and legal standards.

1.6 Promote Transparency and Institutional Integrity

- Objective: To support governance, accountability, and trust within the Judiciary'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 Judiciary 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.

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 Judiciary.

## 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 Offer 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)/Resume
  e. Credential (If required for occupied position).
  f. Job Description.
  g. National Identification ID Card photocopy.
  h. NASSCORP ID Photocopy.
  i. I. Bank Account Details.
  j. Police Clearance (for security purposes only).
  k. K. Driver's License (for drivers only).
  l. 1. 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 issued 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 1.0 *Employment Trend*
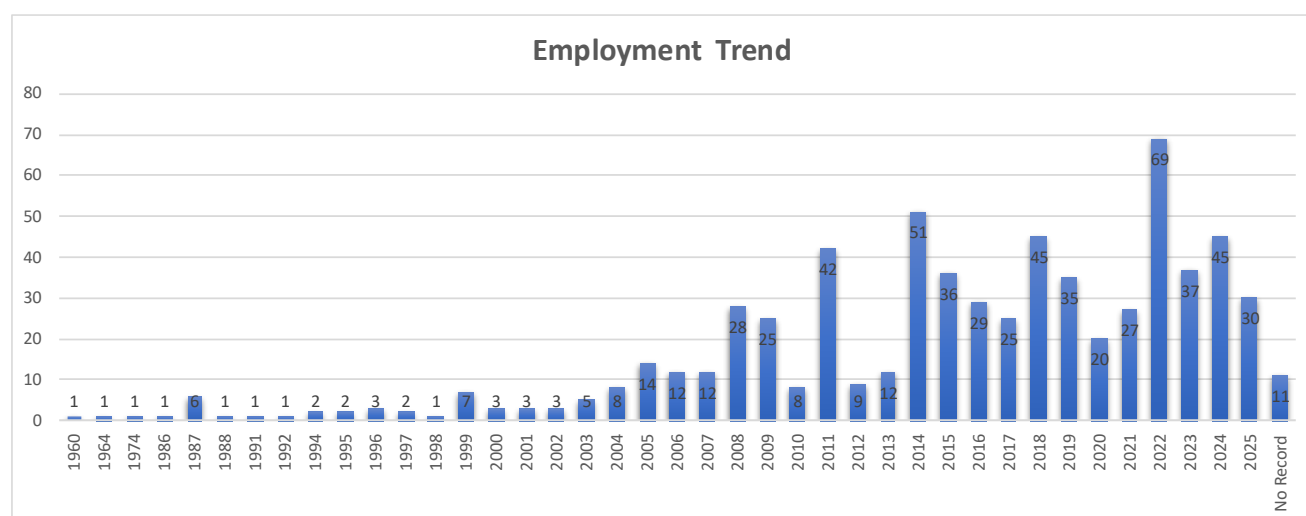
Rationalized Analysis of the Active Workforce (Montserrado Judiciary Branch)

1. **From 1960 to 2000, the** employment data currently captured in the personnel files are fewer. The majority of this era are certainly retired or deceased, leaving very few in today's active workforce. Most of the current workforce dates back to 2005, when recruitment intensified as Liberia's post-war judiciary was being reformed and restructured.

2. **Workforce Consolidation (2005–2015):** Recruitment expanded significantly between 2005 and 2015, with notable surges in 2008 (28 hires), 2011 (42 hires), and 2013 (51 hires), respectively. A proportion of these recruits are still active today, now forming the mid-level cadre (10–20 years of service). This cohort includes court clerks, administrative staff, and judicial aides who have gained experience.

3. **Contemporary Workforce (2016–2025):** The most active segment of the current workforce is from the last decade. 2017 (45 hires), 2022 (69 hires), and 2024 (45 hires) represented the largest intakes. These recruits form the most junior and early mid-career staff in today's judiciary workforce. The 2022 intake of 69 recruits marks the largest single intake, suggesting that a considerable proportion of the current workforce is relatively new, with 2–3 years of service.

4. **Attrition Considerations:** Staff recruited before 2000 are phased out (retirement age in Liberia's civil service is 60). Post-2005 hires are progressively transitioning into senior positions, though some attrition is due to resignation or career changes. Therefore, the actual active workforce composition today is heavily weighted toward hires made between 2010 and 2025.

Implications of Current Workforce Profile

> ➢ **Young Workforce Concentration:** A high share of recent hires (2022–2024) means the judiciary workforce is relatively young and may be less experienced.

> ➢ **Knowledge Gap Risk:** The retirement of pre-2005 employees may leave knowledge gaps unless mentorship and capacity-building initiatives are implemented to ensure a seamless succession.

- ➢ **Capacity Surge:** With surges in recruitment, particularly in 2022, the judiciary has expanded capacity in Montserrado County—but training and integration are critical.

- ➢ **Workforce Stability:** The trend shows an effort to sustain staffing levels after decades of under-representation, but consistency in recruitment remains a challenge.

Figure 2.0 Verified Employees Gender Distribution

Gender distribution of Montserrado County Liberian Judiciary
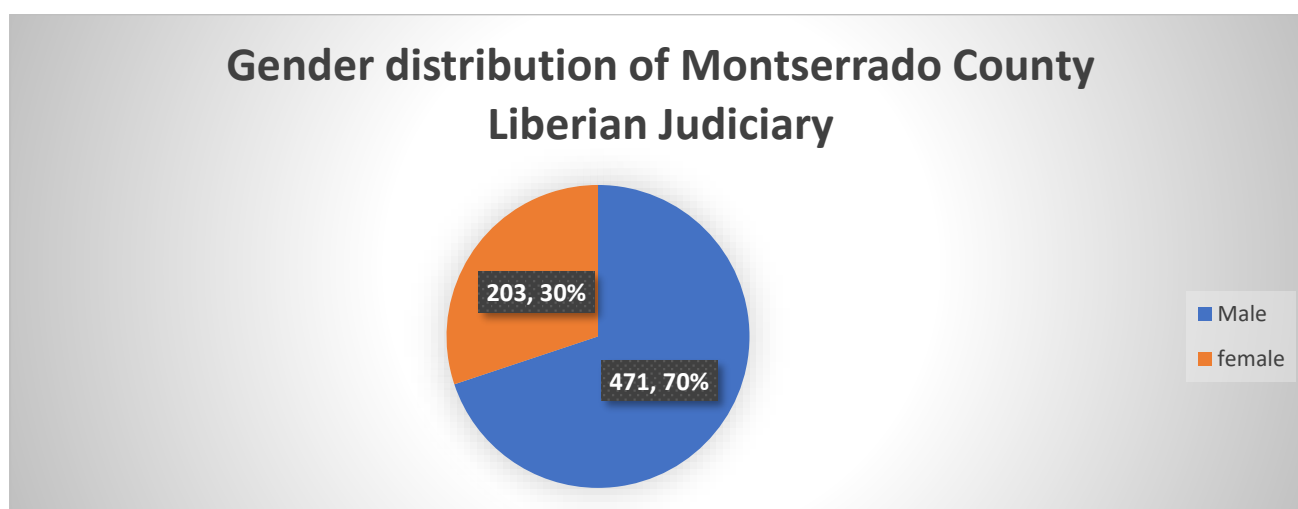
Overview of Gender Distribution

Breakdown of the workforce at the Judiciary in Montserrado County

Gender	Number of Employees	Percentage
Males	471	70%
Females	203	30%
Total	674	**100%**

Key Observations

1. **Male Dominance:**

   - Males make up nearly three-quarters (70%) of the workforce.

   - This indicates a significant gender imbalance in staffing.

2. **Female Representation:**

   - Only 30% of the workforce comprises females.

   - This suggests an underrepresentation of females in employment at the Judiciary.

3. **Gender Gap:**

- There is a 268-person gap between male and female employees.

- In percentage terms, males outnumber females by approximately 40%.

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 the Judiciary.

Figure 3.0 *Department Disaggregated (distribution of staff members)*
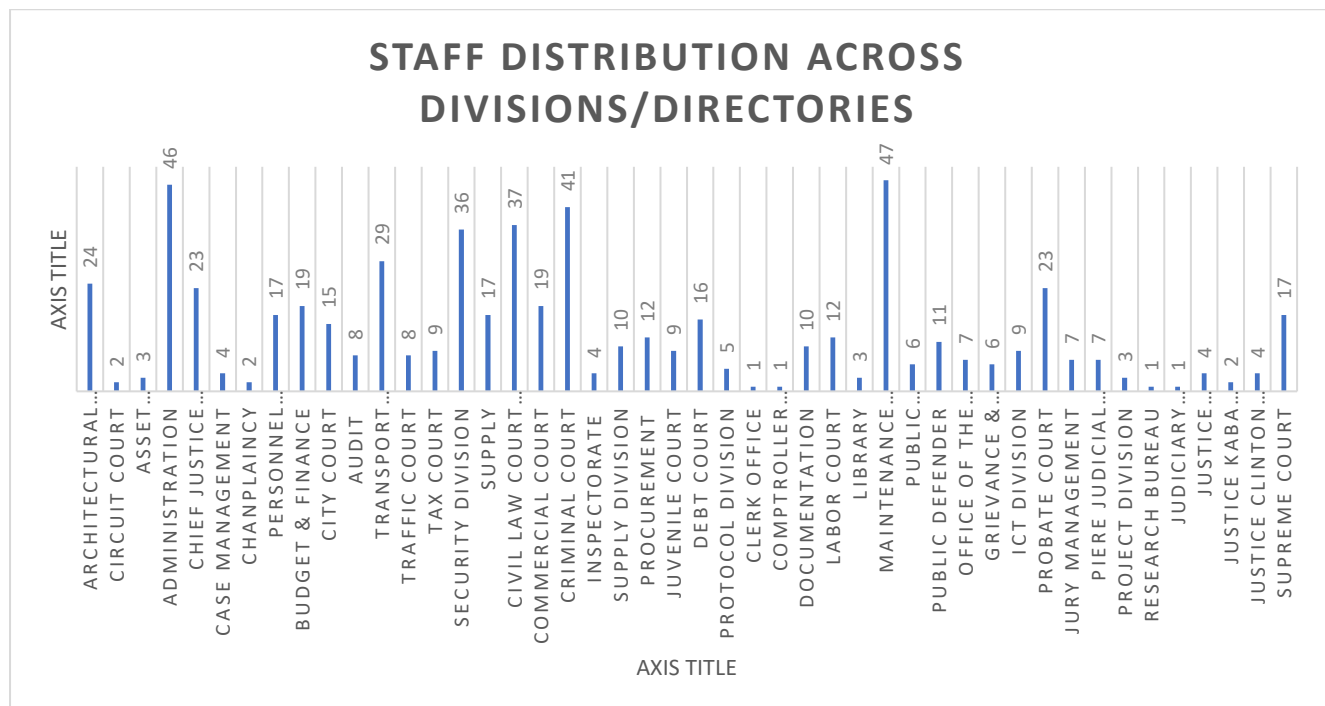
The chart highlights the uneven distribution of the Judiciary Branch workforce in Montserrado, with a concentrated presence in courts and case-heavy divisions. In contrast, many administrative/support divisions operate with minimal staff. This reflects priority on frontline judicial services but may also expose weaknesses in administrative and support structures. Notably, Traffic Court – 8, Civil Law Court & Annex – 37, Criminal Court – 41, Supply Division – 27, and Public Defender – 11 are observed to have increased staffing, indicating the largest staff concentrations compared to other units.

Moderately, the Architectural Division – 24, the Chief Justice Office – 23, the Juvenile Court – 9, the Protocol Division – 5, the Probate Court – 23, and Justice Clinton Chambers – 4 hold a modest number of staff, indicating a medium-level workforce presence.

Contrastingly, several divisions/offices have exceedingly small staff counts (1–5 people):

Maintenance Division (47), Comptroller Office (1), Research Bureau (3), Justice Wolokollie Chambers (4), Justice Clinton Chambers (4 in one chamber), inside the Supreme Court (17), Asset Management (2), respectively, indicating that specific specialized units are run by minimal staff.

Key Observations

Some support offices (e.g., Comptroller, Maintenance, Research Bureau) have exceedingly small staff, which could indicate under-resourcing or a more specialized scope of work.
The distribution is uneven, with some divisions having more than 40 staff members, while others have fewer than 5.

Implications

Resource Allocation: Staffing appears concentrated in courts and divisions directly tied to case handling (Traffic, Civil Law, Criminal, Public Defender), which makes sense given the workload.

Operational Gaps: Units with only 1–3 staff risk being overwhelmed or paralyzed if even one person is absent.

Balance Needed: The disparity suggests a need to reassess whether staffing matches functional importance across all divisions.

Figure 4.0 Retirement Status Analysis
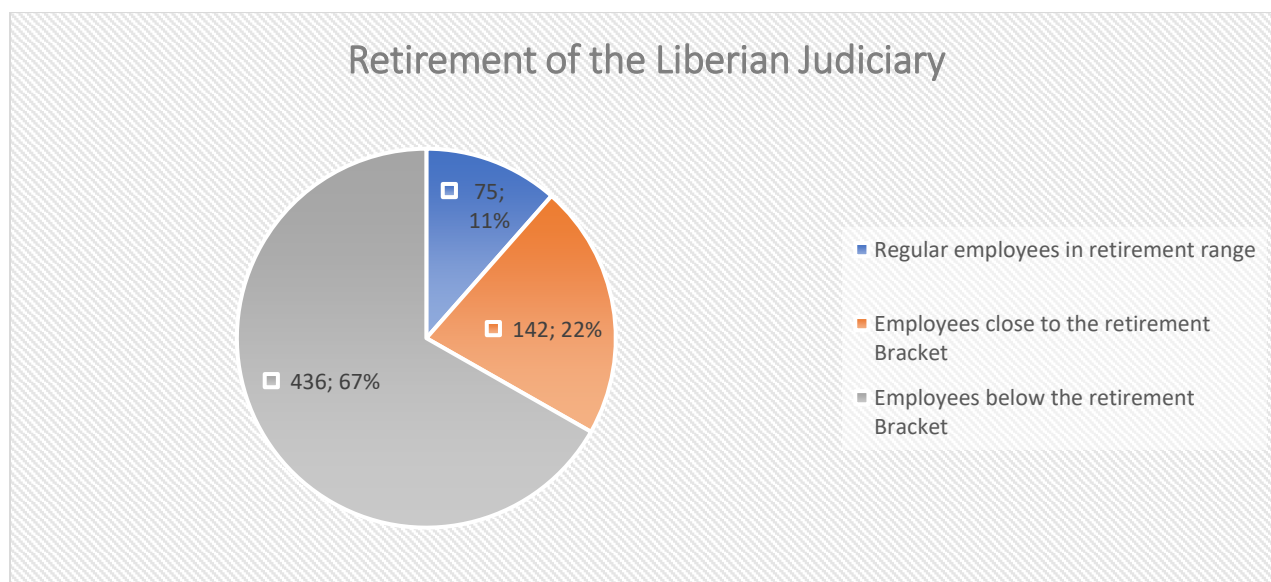
The pie chart titled "Retirement Status Analysis" presents the distribution of employees based on their retirement status. Employees below the retirement bracket (49 years & below): 67% is the largest segment, indicating that most employees are young and not close to retirement age. Employees close to the retirement bracket (50 years - 59 years): 22%.

A significant minority of employees are approaching retirement age. Regular employees in the retirement range (60 years & above) 11%. The smallest segment represents employees who are currently in or beyond the typical retirement age.

Figure 5.0 *Verification status of Excuse employees*

Verification status

As per the graph above, it indicates that out of the 2,048 **total staff at the** Judiciary:
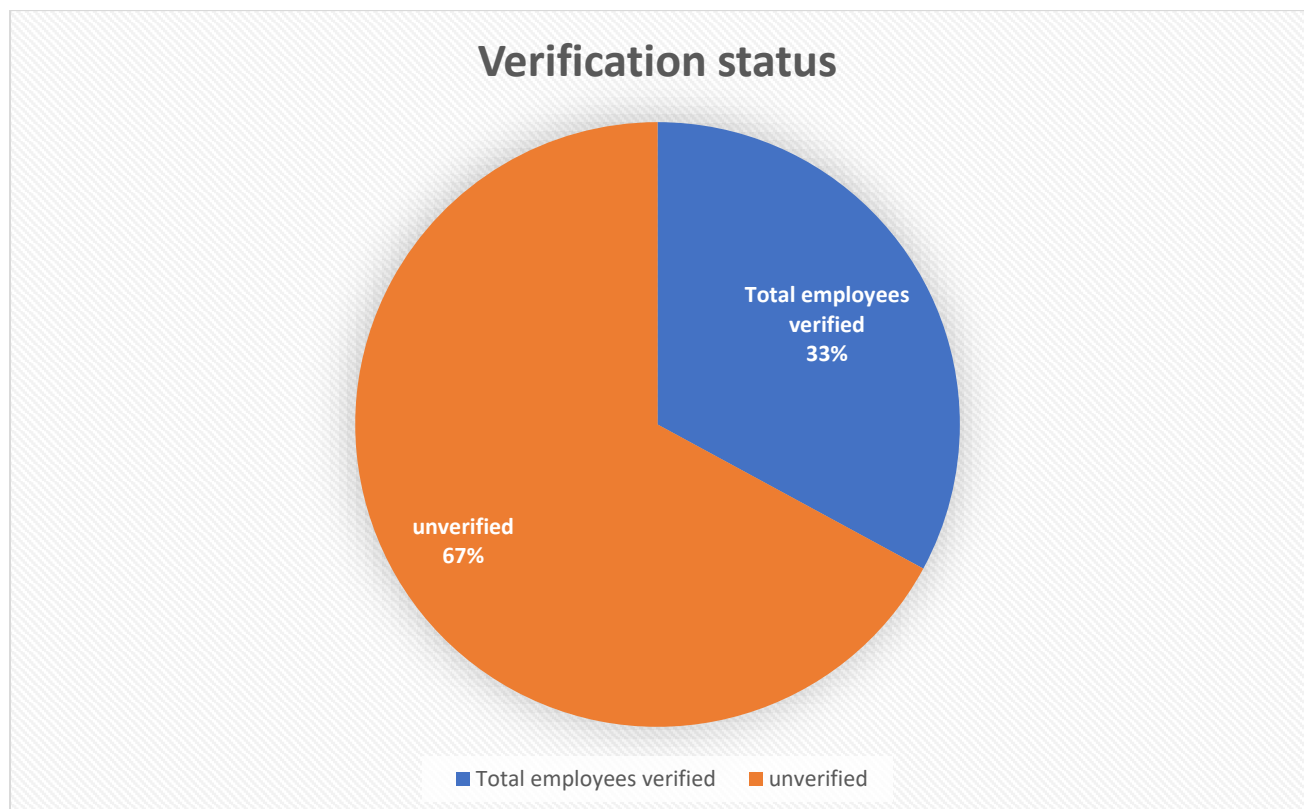
- 674 (33%) staff members were verified in Montserrado, having physically appeared, record verified, and credentials presented during the verification exercise.

- 1,374 (67%) unverified staff, listed under the remaining counties category, are expected to be verified to determine the credibility of the outcomes. The Judiciary staff across the country are expected to be verified, head-counted, and credentials verified to avoid questions about their employment status, legitimacy, or current engagement with the Judiciary.

  The data suggest that while fewer staff members have been accounted for and verified, the remaining 1,374 unverified individuals require urgent action. An immediate process to verify the records of 1,374 employees across the remaining fourteen counties is crucial.

Figure 6.0 Excuse Disaggregation of verified employees

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

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

1. Data Values

Each category has a value representing the count:

- Sick Leave: five (5) employees

- Annual Leave: thirty (30) employees

- Study Leave: three (3) employees.

- Suspended: thirteen (13) employees

This shows that:

- Thirty employees are on Annual Leave.

- Smaller, equal numbers: 3 employees are on Sick Leave, and 5 employees are on Study Leave.

2. Key Observations

- **Regular attendance dominates** the dataset.

- **Other excuses account for thirteen (13) suspended** employees is the **second-largest** category, signaling a serious area of concern.

- 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 Judiciary

- 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 Judiciary
  Memorandum of Understanding between the applicant and the Judiciary

- **Annual leave is the largest in the analysis**, which might be seasonal or cyclical, depending on the context, as verified. The approved Annual Leave Schedule was used to verify the leaves of staff members who were said to be on leave.

Figure 7.0 *Attendance Record* **Table 1.0 June & July 2025** *Absent Analysis*
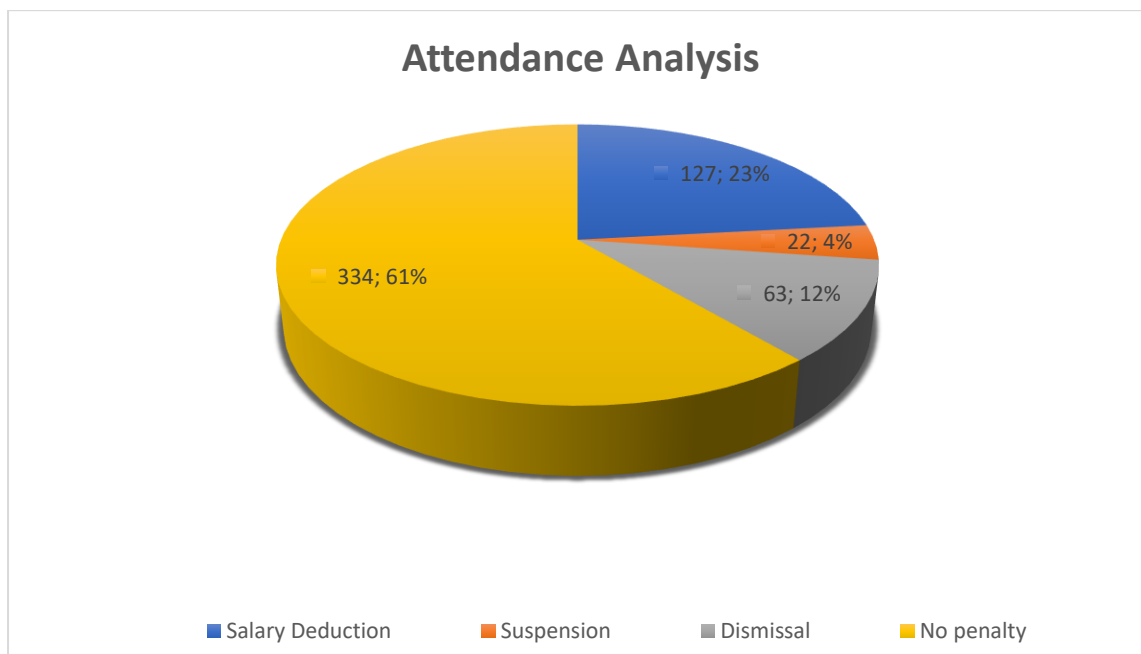
Reviewing the Attendance Analysis chart, here is a detailed and honest interpretation of the attendance records.

1. Overall Attendance Penalties

Deduction (127 cases – 23%)
A notable portion of the workforce faced salary deductions due to attendance issues. This is a red flag, as it suggests a considerable level of absenteeism or lateness.

Suspension (22 cases – 4.3%)
Suspensions are relatively low compared to deductions. This suggests that while many employees have attendance issues, only a small fraction reached the threshold that warranted harsher disciplinary action.

Dismissal (63 cases – 12%)
This figure is significant. Over one in ten employees were dismissed for attendance-related issues, which shows that non-compliance is not only widespread but also severe in some cases.

No Penalty (334 cases – 61.7%)
Most employees did not face any penalties. This indicates that despite challenges, most staff members comply with attendance requirements.

2. Key Trends

The majority (61.7%) of the workforce maintained proper attendance, which is a positive sign.

However, 38.3% faced penalties (deduction, suspension, or dismissal). This is high and reveals systemic challenges in enforcing punctuality and attendance discipline.

The steep jump from Dismissal (12%) to No Penalty (61.7%) reveals a notable split: while most employees are complaining, a significant minority consistently falls short of the required standard.

Attendance Records Keeping

This component of human resource management is very delicate and complex, based on the work culture of employees in the public service. Below are key considerations for strengthening Human Resource Management:

1. Institutional Governance Risks

Erosion of Accountability: Without a formal attendance system, senior officials cannot be held accountable for presence, lateness, or absenteeism. This creates room for abuse of authority.

Culture of Impunity: When top officials disregard attendance protocols, it sends a signal to lower staff that rules can be ignored. Over time, this erodes discipline across the workforce.

Weakened Oversight: Senior staff are often tasked with monitoring subordinates; if they themselves are not tracked, oversight becomes ineffective and hypocritical.

2. Operational & Administrative Consequences

Disruption in Workflows: Directors and managers provide critical approvals, guidance, and decisions. If their attendance is irregular and untracked, administrative bottlenecks arise.

Reduced Service Delivery Efficiency: Courts and judicial support services depend on timely management approvals. Inconsistent presence at the central administration delays case management, logistics, and payroll processing.

Informal Substitution: Subordinates may take over duties informally without accountability, leading to errors, favoritism, or corruption.

4. Human Resource Management Risks

Distorted Performance Appraisal: Without attendance records, HR cannot objectively measure commitment, punctuality, or the presence of senior staff, weakening performance evaluations.

Unjust Precedent for Lower Staff: Junior staff are usually required to sign in and out; exempting managers creates resentment, double standards, and demotivation among staff.

Hidden Absenteeism Costs: High-ranking absenteeism, if unchecked, results in lost productivity but is often not formally recorded.

5. Financial and Integrity Risks

Payroll Fraud Risks: A lack of attendance verification enables "ghost presence," officials drawing salaries without providing complete services. Misuse of Public Funds: Taxpayer money is wasted when senior officials are paid without verifiable records of work attendance.
Audit Vulnerability: External auditors may flag the judiciary as having weak internal controls, which can undermine public trust and confidence.

6. Strategic and Reputational Implications

Loss of Public Trust: The judiciary is supposed to embody integrity. If its administration operates without discipline, it damages institutional credibility.

Weak Leadership Example: Staff morale declines when leaders do not model accountability. This undermines cohesion, professionalism, and work ethics.

Policy Paralysis: Decisions requiring the approval of senior officials may be delayed, resulting in stalled reforms, a backlog in case processing, and public dissatisfaction with judicial efficiency.

Long-Term Consequences if Unchecked

- Institutional Decay: Rules become selectively enforced, encouraging possible corruption.
- Decline in Service Standards: Citizens face delays in accessing justice due to inefficiency at the administrative level.
- Increased External Pressure: Donors and civil society may criticize or withdraw support from the judiciary due to a lack of internal accountability.
- Difficulty in Reform Implementation: Once a culture of non-compliance sets in at senior levels, future reforms (digital attendance, performance contracts) face strong resistance.

Implications

Workforce Reliability: Nearly 4 out of every 10 employees are unreliable in terms of attendance. This reduces overall productivity and creates additional strain on compliant workers.

Administrative Burden: High rates of deductions and dismissals suggest that management spends a significant amount of time handling disciplinary actions rather than focusing on productivity improvements.

Morale and Culture: For compliant staff: Seeing many colleagues penalized or dismissed could lower morale and create mistrust in leadership if the system is perceived as unfair or poorly enforced.

For penalized staff: Frequent deductions and dismissals may foster resentment, especially if the root causes (such as poor attendance tracking systems, lack of incentives, or transportation difficulties) are not addressed.

Retention Risk: With 12% of staff dismissals, the institution risks losing a trained workforce, resulting in increased recruitment and training costs.

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 8.0 *Highest Educational Qualification*

CREDENTIAL DISTRIBUTION

Category	Value
LLB	38
LLM	5
MASTERS IN OTHER DECIPLINE	37
BACHELOR IN OTHER DISCIPLINES	175
ASSOCIATE	10
POST GRADUATE	8
HIGH SCHOOL	243
JI CERTIFICATES	7
vocational & other certificates	51
No credential	92

Series1
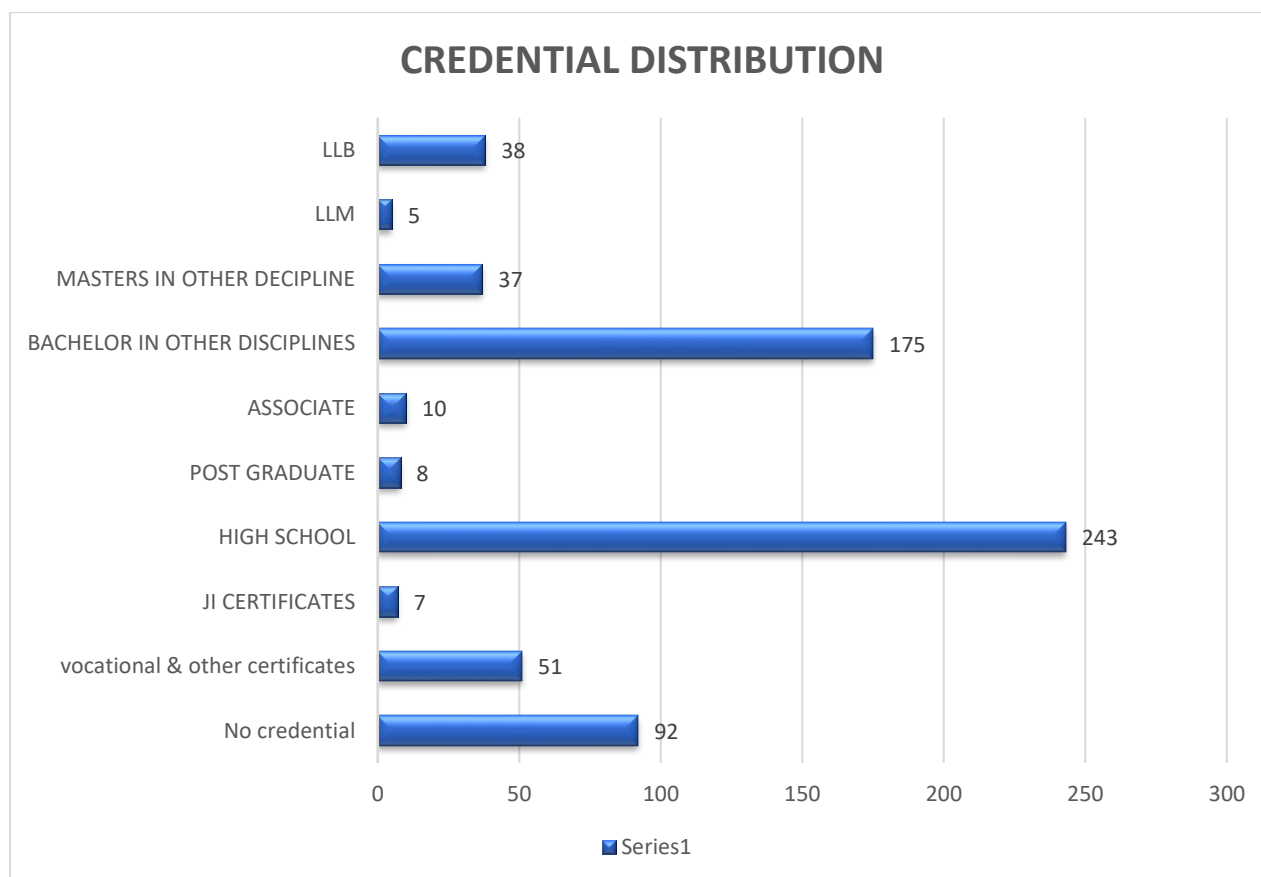
As per the graph, an analysis of educational credentials among staff reveals the following:

- The largest credential group is high school diploma holders (243), indicating a relatively smaller post-graduate qualified workforce.

- A combined 185 staff members with BSC/BBA and AA level degrees.

- Alarmingly, ninety-two (92) staff have no academic degree, and 51 hold only vocational or other certificates, a figure that may warrant concern, especially in technical departments.

The graph 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 bar chart lists the same values.

Educational Qualification Categories and Observations

Qualification Level	Count
High School	243
LLM	5
No Qualification	92
Postgraduate	8
Associate	10
Judicial Institute (JI) Certificate	7
LLB	38
Bachelor's in other Disciplines	175
Master's in other Discipline	37
Vocational and other professional Certificates	51

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- **High School**: The largest group with 243 members, indicating that a majority have completed secondary education

- **No Qualification**: A sizable portion of ninety-two (92) staff members have no formal educational qualifications, which may impact their employability and the institution's growth.

- **Bachelor's Degree**: 213 individuals possess undergraduate degrees, showing some level of tertiary education.

- **Master's Degree**: Only forty-two (42) individuals have attained a postgraduate degree, suggesting limited representation of highly educated individuals.

- **Certificate and associate degrees**: Both categories have 25 individuals, reflecting modest vocational or technical training.

- **Other Diplomas and Vocational Training:** Each category accounts for just 51 individuals, indicating a minimal presence.

- **Credentials Verification Background Check Report:** Approximately 97% of the credentials received during the exercise have undergone verification and authentication by the CSA verification team and third-party academic institutions. The credentials were sorted, processed, and submitted to relevant institutions. Various educational institutions complied with the established protocols, and below is a summary of a comprehensive report covering the authentication process.
  - **University of Liberia** (UL): A total of 170 credentials were meticulously collected, processed, and submitted to the University of Liberia for verification. Of this number, one hundred and sixty-six (166) credentials were successfully verified. At the same time, four (4) required further verification and are still deemed unverifiable by the Admission and Records Department of the University of Liberia.
  - **Cuttington University (CU)**: Eleven (11) credentials were gathered, processed, and transmitted to Cuttington University in both electronic and hard copies. All 11 credentials were verified.
  - **Startz University**: We collected, processed, and forwarded four (4) credentials to Startz University. All four were verified.
  - **African Methodist Episcopal University**: Twenty-two (22) credentials were collected, sorted, and forwarded to the AMEU. All 22 were verified successfully.
  - **Smythe Institute**: Two (2) Credentials were processed and submitted to the campus. All were duly verified.
  - **African Methodist Episcopal Zion University (AMEZU)**: All thirty-three (33) credentials for AMEZU were processed and forwarded to the Office of this institution for verification. All 33 credentials were authentic.
  - **United Methodist University (UMU)**: All fourteen (14) credentials for UMU were processed and dispatched to the Admissions Office for verification. All were validated. They were the fastest in reporting.
  - **Seven Days Adventist Technical College**: One (1) credential from this institution was forwarded to the Admissions Office for verification, and was successfully verified.
  - **Restoration Theological College**: One (1) credential was submitted to the Admissions Section via email; to date, no response has been received. We are actively pursuing follow-up efforts regarding this matter.
  - **The Baptist Theological Seminary**: One (1) credential verified by the Office of the Registrar, Mrs. Layahn Kou Massaquoi.

- **African Bible College (ABC):** Three (3) credentials for this institution are currently pending submission. We are encountering some challenges in delivering them to the Admissions Office, which is situated in Yekepa, Nimba County.
- **Don Bosco Polytechnic**: One (1) Credential verified. Former Don Bosco is now Stella Maris Polytechnic

- During the Credentials verification process, 4 possible unverified credentials were identified and are currently under a third-party investigation.

Analysis and Implications The dominance of individuals 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 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 Judiciary workforce in Montserrado alone. 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 *Re-deployment/reclassification*
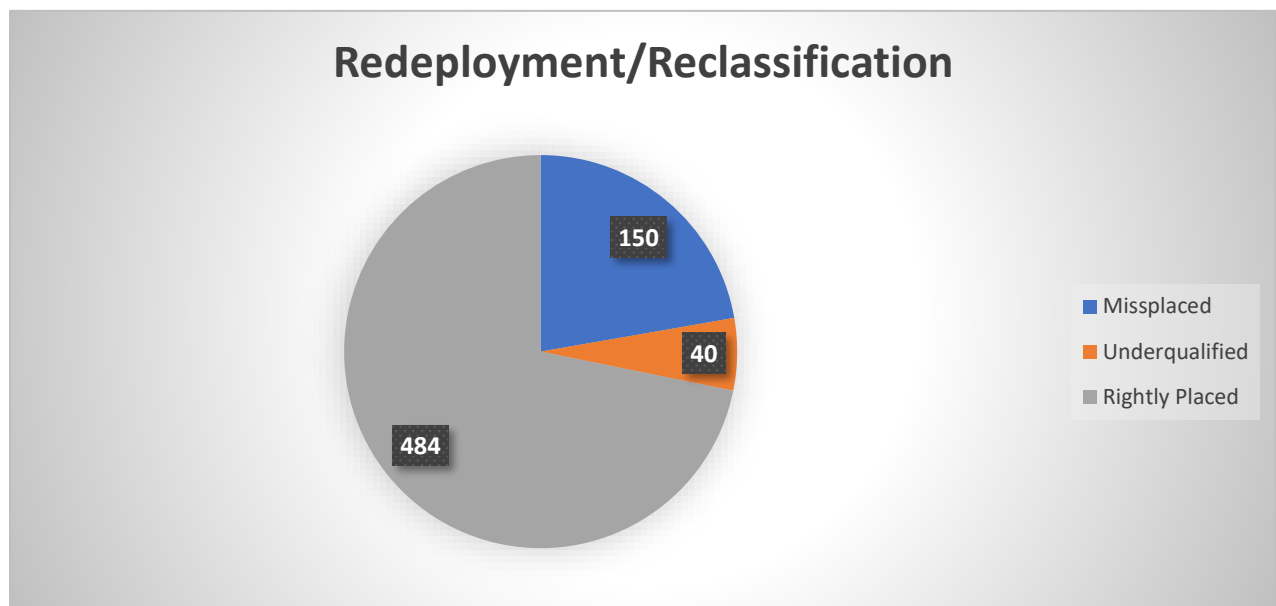
The figure above depicts the placement status of individuals within their roles in an organization. It aims to evaluate the effectiveness of job-role alignment and identify areas needing human resource intervention.

Staff Placement Distribution

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

Placement Category Count	# of employees
Rightly Placed	484
Misplaced	150
Underqualified	40

Observations

- Considerably Placed staff dominate (484 staff members), suggesting overall alignment.

- However, over 150 individuals are in categories of misplaced.

- Very few staff, amounting to 40 employees, are underqualified.

Implications

- There is a need for role reassignment or retraining programs.

- Opportunities for career growth and professional development should be evaluated.

- 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.

9.0 PROMOTE TRANSPARENCY AND INSTITUTIONAL INTEGRITY

Approach:

- **Open Communication:** Held periodic briefings with the Judiciary 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 Judiciary 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.

10.0 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.

10.1 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.

10.2 Key Results and Outcomes

- 674 staff Members were physically verified from an original payroll list of 2046 staff members.

- 335 staff members positions

- 243 staff members recommended to be classified in line with their duties and qualifications.

10.3 CHALLENGES ENCOUNTERED

- Poor recordkeeping and absence of standardized personnel files

- Resistance from some staff members to turn out for exercises.

- Intimidation against the CSA verification Team members from the Judiciary employees

11.0 DATA ANALYSIS OVERVIEW

The CSA team tasked with carrying out the activities outlined at the Judiciary 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 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 Judiciary administrative framework.

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

Provide Strategic HR Recommendations

Objective: To advise the Judiciary 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.

12.0 OPTIMIZING STAFF DEPLOYMENT BASED ON QUALIFICATIONS AND NEEDS

The verification reveals that the Judiciary has a structured staffing framework, with several staff members holding first-degree qualifications. However, several issues stand out:

The presence of 92 staff members with no credentials and 243 with only high school diplomas requires review, particularly to ensure these individuals are not occupying classified, administrative, or technical posts beyond their qualifications.

13.0 *CONCLUSION*

The initiative has provided a robust foundation for institutional reform in human resources management. The Judiciary 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.

14.0 RECOMMENDATIONS

- Immediately suspend the 4 staff members (third-party cross-checking authenticity) with severe credentials discrepancies and subject them to immediate investigation, and at the close of the third-party investigation, if not validated as legitimate, be removed from the payroll.

- A total of 243 staff members is expected to be redeployed or reclassified, suggesting their qualifications or job functions require reassignment to more suitable positions.

- The CSA recommends that the ninety-two staff members with no credentials and 243 staff members 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 63 employees were absent for more than 14 days in a single month and repeated in the preceding month. They must be immediately blocked on the payroll and subsequently deleted if they do not justify their prolonged absences from work.

Immediate Action Based on Critical Finding

- A total of twenty-two people missed between 7 days and 13 days in a month, and this was repeated for the preceding month. They **MUST** be suspended and the CSA notified of their suspension for payroll action.

- A total of 127 people were absent for 4 to 7 days in a month. The salaries of the 127 employees **MUST** be prorated, and the CSA will take appropriate 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.

- Initiate 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.

- Conduct a comprehensive payroll and HR audit, including biometric verification, to eliminate duplicate records.

- Implement a one-person-one-payroll policy.

- Establish a human resource information management system to have synchronized HR and personnel records to maintain real-time staff and pay data.

- To address the dual payroll system and ensure full compliance with statutory requirements and CSA regulations, it is strongly recommended that the Judiciary immediately transition all employees from the non-taxable payroll managed by the Ministry of Finance & Development Planning (MFDP) and the Judiciary into the unified payroll system administered by the Civil Service Agency (CSA). This transition must be executed in line with the **Remuneration and Standardization Act of 2019** and the **2024 Consultancy Policy Guidelines**, which explicitly mandate payroll consolidation under the CSA. Engage CSA and MFDP to phase out internal payroll irregularities and ensure a smooth process.

Strengthen Attendance Monitoring: Introduce biometric or electronic sign-in systems to minimize manipulation and ensure fairness.

Progressive Discipline: Before reaching dismissal, provide counseling, written warnings, or attendance improvement plans.

Incentives for Good Attendance: Reward consistent punctuality (e.g., recognition, bonuses, or certificates) to reinforce positive behavior.

Address Root Causes: Investigate whether systemic issues (transportation, workload, workplace environment) contribute to absenteeism.

Transparent Enforcement: Ensure penalties are applied fairly across all levels, including senior management, to avoid perceptions of bias.

15.0 APPENDICES

- Appendix A: Sample Personnel File Checklist

- Appendix B: Verified Employees/Headcount

- Appendix C: Not Qualified

- Appendix D: Departmental Listing

- Appendix E: Misplaced

- Appendix F: Excuse Ledger

- Appendix G: Attendance Record

- Appendix H: Credentials Copies

- Appendix I: PAN Sample

- Appendix J: Retirement Trend