



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

**REPORT ON THE PARTIAL PERSONNEL AND CREDENTIAL
VERIFICATION OF THE
LIBERIA LAND AUTHORITY**

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Submitted To:
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Foreword

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

The report provides a detailed overview of human resource data across the Liberia Land Authority, including employment status, personnel files update, credential validation, reclassification, redeployment and key HR indicators such as age demographics, staff on study, sick or other kinds of 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 LLA. Additionally, the report offers insights into gaps that require urgent administrative attention from the relevant authorities.

It is anticipated that the leadership of the Liberia Land Authority 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 reforming the governance sector for long-term sustainability and national development.

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

Abbreviations

CSA	-	Civil Service Agency
IT	-	Information Technology
M&E	-	Monitoring & Evaluation
LLA	-	Liberia Land Authority
PANs	-	Personnel Action Notices
ESD	-	Employment Services Division
CIMD	-	Compliance & Integrity Management Division
MACs	-	Ministries, Agencies and Commissions
P&CVT	-	Personnel & Credentials Verification Team
HR	-	Human Resource

Executive Summary

This report presents the findings and recommendations of a strategic human resource audit and credential verification initiative conducted at the Liberia Land Authority. Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aimed to strengthen the Authority's human resource framework by reviewing personnel records, verifying employees' identities and qualifications, realigning job roles with the required qualifications, and improving workforce transparency. The overall objective was to align LLA staffing practices with required standards, promote accountability, and support sustainable institutional development.

As per the payroll of March 2026, there were **315** staff constituting **100%** of the total employees at the Liberia Land Authority. The exercise physically verified **263 (83.4%)** staff across **4** departments, covering the central office.

A major component of the initiative focused on reviewing and updating employee records to ensure accuracy and compliance. A total of **263** personnel files with exemption of the **5** Presidential Appointees (Chairman, Vice Chair and Commissioners) were thoroughly examined across various departments of the aggregated workforce at LLA. Through this exercise, numerous incomplete or outdated records were identified and rectified. All records were standardized with updated job descriptions and formatting, resulting in **263** files meeting compliance standards. This will significantly improve the integrity and accessibility of LLA'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 was undertaken, the report reveals that a total of **12** employees were unverified, constituting **3.8%** of the aggregated workforce.

Attendance logs were cross-examined with payroll records, revealing **12** anomalies, including unreported absenteeism and suspected ghost workers. Despite the findings, the attendance audit verified an active workforce of **277** employees. These results provide a realistic 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 **232 (87.8%)** by employees are currently being authenticated through physical and forensic mechanisms, after which, credentials deemed suspicious will be set aside for onward **"third-party"** verification through direct engagement with the issuing institutions. However, the remaining **31** employees had no form of academic or professional qualifications, constituting **12.1%** of the employees verified.

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 Liberia Land Authority to institutionalize data-driven human resource management practices and promote a culture of meritocracy, transparency, and accountability in HR governance.

1.0 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 Liberia Land Authority to conduct a comprehensive personnel and Credentials verification exercise. A specialized team of analysts with the requisite skills, competence, and training was tasked to conduct the following, as requested by the Liberia Land Authority.

- 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 Land Authority, focused on personnel records, staff verification, and role redeployment, 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 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.

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 Land Authority policy and legal standards.

1.6 Promote Transparency and Institutional Integrity

- Objective: To support governance, accountability, and trust within the LLA 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 Land 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.

2.0 Findings

This section provides a comprehensive result of the verification exercise held at the Liberia Land Authority regarding its employees. The results of this investigation can be summarized as follows:

2.1 Personnel Verification Status of LLA

1. **Inconsistencies in employee data:** Discrepancies were found in employee records, including incorrect staff information and job titles.
2. **Incomplete documentation:** Some employee files lacked required documents, such as:
 - 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. I. Bank Account Details.
 - j. Police Clearance (for security purposes only).
 - k. Driver's License (for drivers only).
 - l. Two (2) passport-size photos.
3. **Data interpretation:** Data collected were analyzed as listed below:
 - The entire LLA employees as of the month of March 2026 was **315** constituting **100%** of the total workforce.
 - A total of **263** staff were successfully verified by the CSA team, representing **83.8%** of the **315 (100%)** payroll strength of the LLA.
 - 38 employees representing **(11.7%)** were unverified due to absenteeism or outstation assignment.
 - **9 (2.8%)** employees were excused due to sick, field assignment or study leave
 - **5 (1.5%)** of the total workforce are Presidential Appointees.

2.2 Reclassification

1. **Job title discrepancies:** Some job titles were found to be inconsistent with actual job duties and responsibilities.
2. **Salary misalignment:** Some employees were found to be underpaid or overpaid based on their job titles and responsibilities.

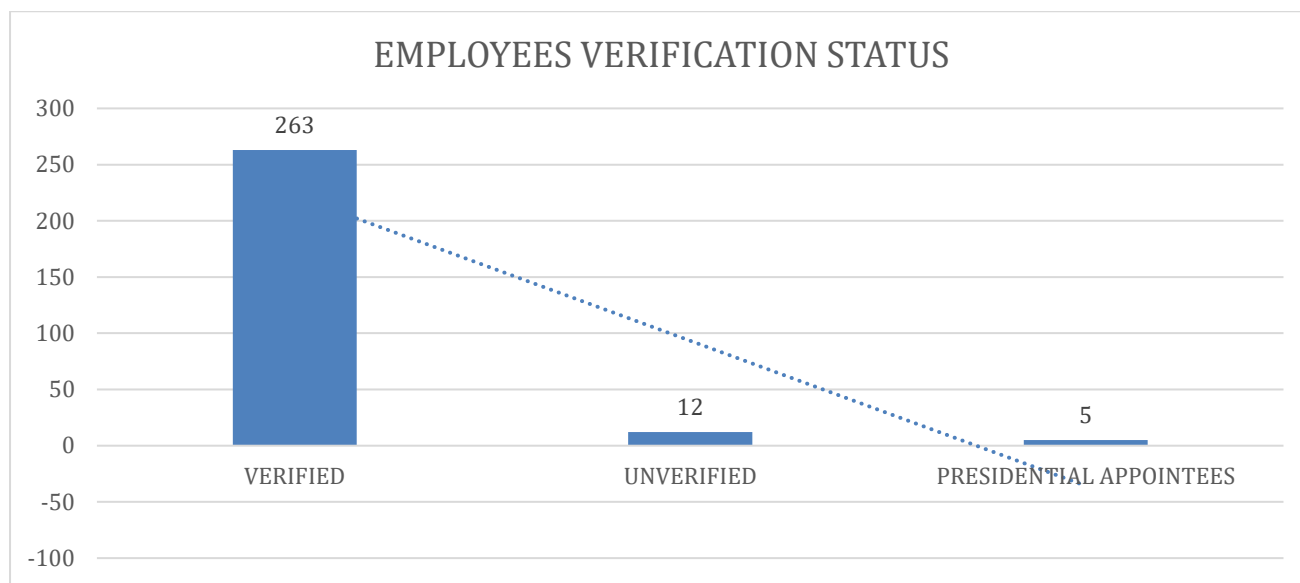
2.3 Redeployment

1. **Skills mismatch:** Some employees were found to have skills that could be utilized in other roles within the organization.
2. **Redeployment opportunities:** Opportunities for redeployment were identified for employees whose roles had been eliminated or modified.

Based on these findings, recommendations have been made to address the issues identified and improve the overall efficiency and effectiveness of the institution's workforce.

3.0 Verification Status of LLA Employees

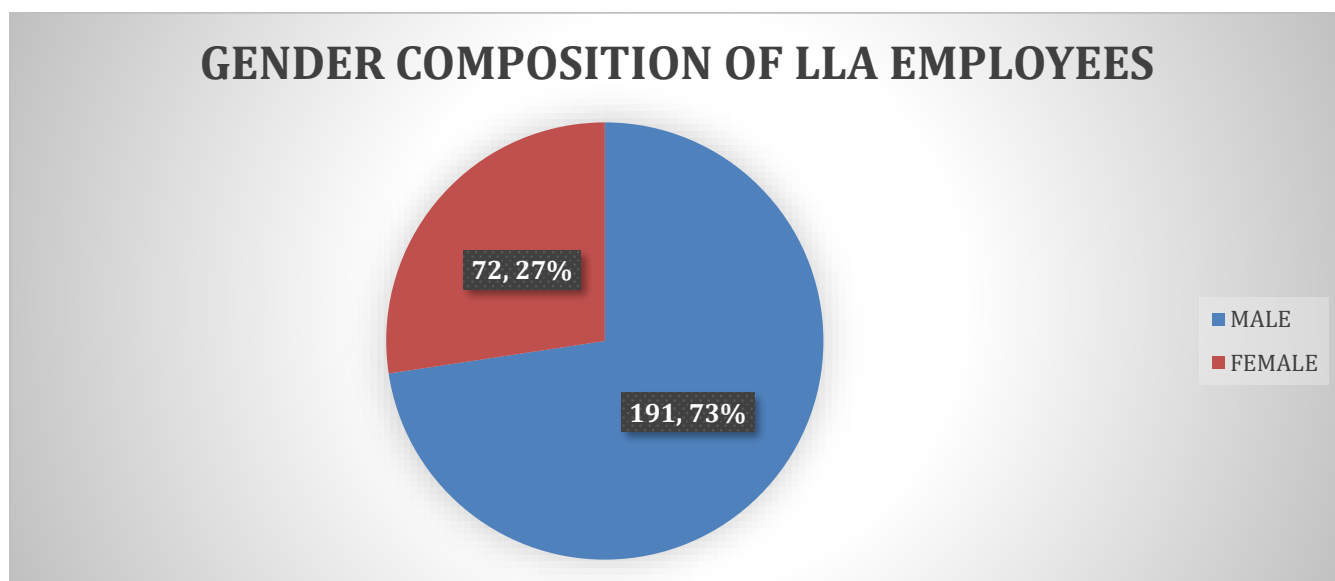
Figure 1.0 Verification Status of LLA



The graph above shows that there were 263 employees verified and 12 employees unverified, 5 employees Presidential Appointees were unverified and excused.

4.0 Verified Gender Distribution

Figure 2.0 Gender Distribution of LLA Verified Employees



The graph above presents the gender composition of verified employees at the Liberia Land Authority. The graphs show that **72** employees were female, constituting **27%**, while **191** were male, representing **73%** of the verified aggregated workforce.

4.1 Overview of Gender Distribution

The workforce at the Liberia Land Authority consists of:

Table 1.0 Gender Disaggregation

Gender	Number of Employees	Percentage
Male	191	73%
Females	72	27%
Total	263	100%

Key Observations

1. Male Dominance:

- Males make up almost **three-quarters (73%)** of the workforce.
- This indicates **gender imbalance** in staffing.

2. Female Representation:

- Only **27%** of the workforce is female.
- This suggests an under-representation of females in employment at LLA.

3. Gender Gap:

- There is a **119-person gap** between male and female employees.
- In percentage terms, males outnumber females by **46 percent**.

Implications

- The current gender distribution may affect:
 - Workplace diversity and inclusion initiatives.
 - Gender-sensitive policy formulation.
 - Under-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 LLA.

5.0 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 Land Authority.

5.1 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)

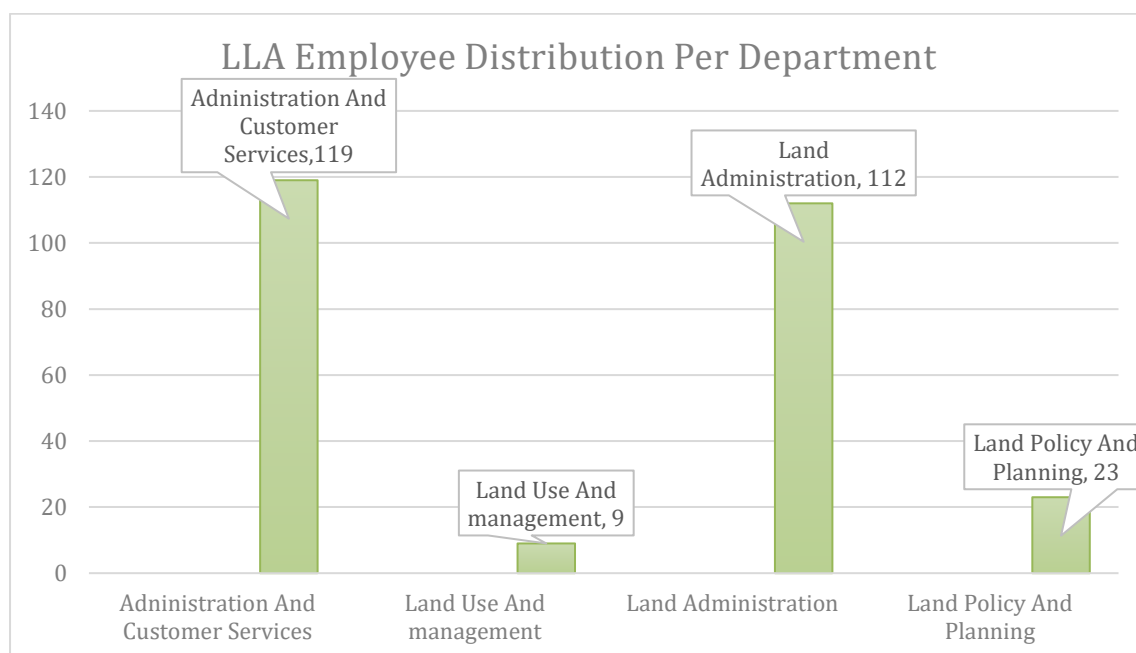


Table 2.0 Departmental Disaggregation

Categories	Count
Administration And Customer Services	119
Land Use And management	9
Land Administration	112
Land Policy And Planning	23
Total	263

The graph above provides a visual representation of the distribution of staff members across various departments at the Liberia Land Authority. The graph categorizes the number of staff according to their respective departments, highlighting areas of high and low personnel concentration.

According to the data Administration department and Customer Service has the largest staff, comprising **119** personnel: accounting for **45.4%**. This is followed by the Land administration department, with **112** staff members, which accounts for **42.5%**. These departments demonstrate the highest staffing levels, reflecting their central roles in managing institutional operations and delivering core programs. However, the department of Land Policy and Planning, have a moderate staff member of **23**, **accounting for 8.7%**. Meanwhile, the Department of Land Use and management has the lowest number of 9 employees, reflecting **3.4%** of the total workforce. Notably, this department is under-resourced in terms of workforce strength, which may have an adverse effect on performance, effectiveness, and overall productivity level.

Importantly, **12** individuals are listed under the “**No Record**” or “**Unverified**” category. These are employees who did not appear during the physical head count and credential verification exercise, either due to off-station assignment, regional and county deployment and otherwise. This situation calls for immediate administrative attention to confirm their engagement or take appropriate action based on the findings.

6.0 Conduct Comprehensive Headcount and Attendance Analysis

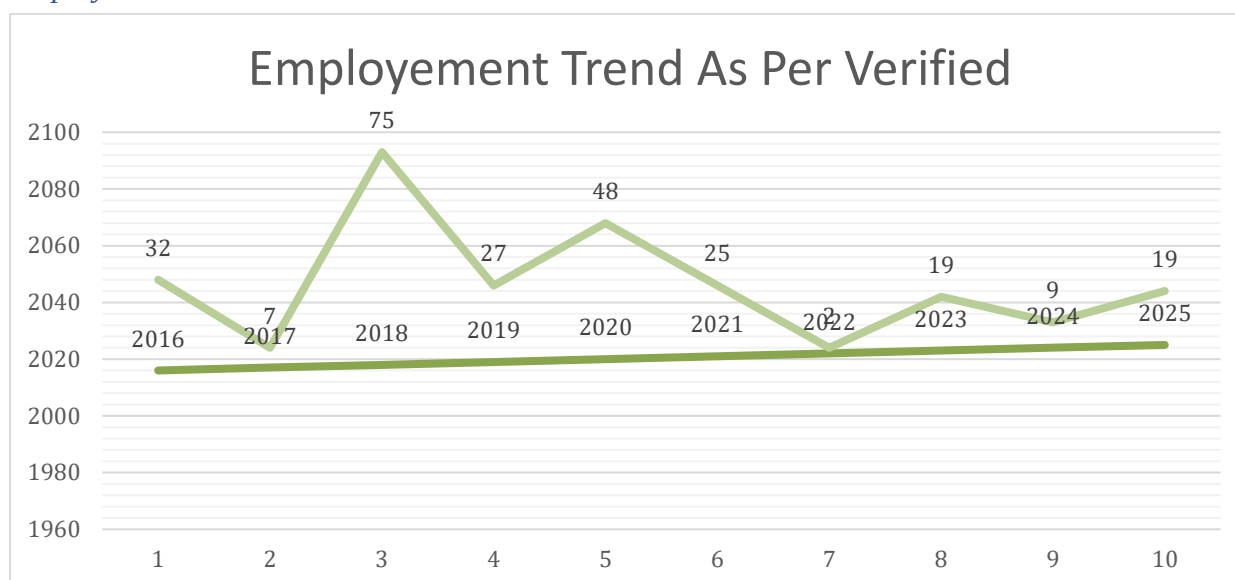
The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the Liberia Land Authority, was intended to verify, validate, log, and capture relevant employment data from LLA employees. This process was conducted by using the following:

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.

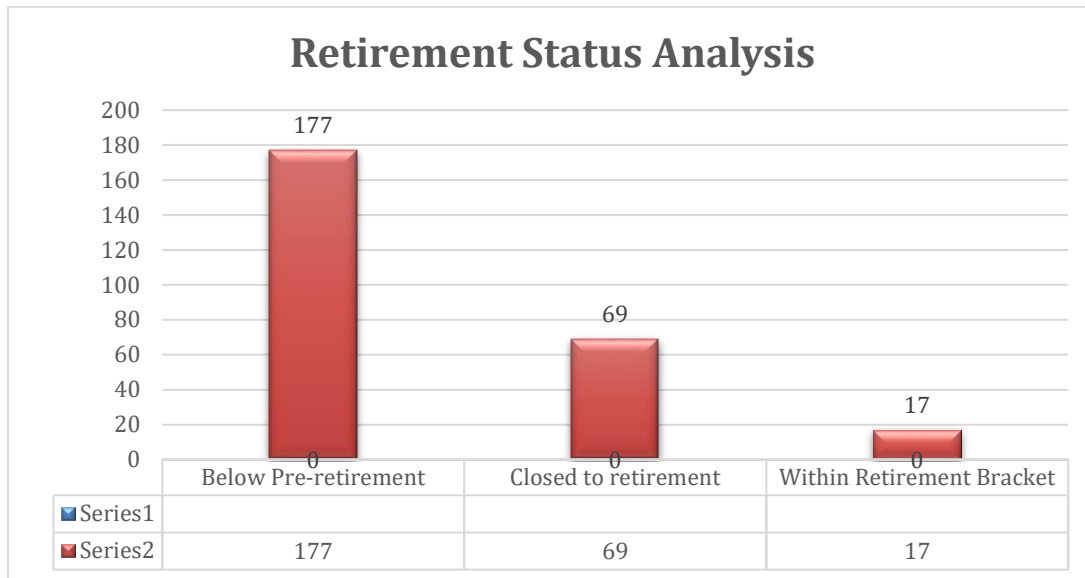
Figure 4.0 *Employment Trend*

Employment trend at LLA between 2016 to 2025



The figure above illustrates the temporal pattern of employment engagement within the LLA's workforce. Accordingly, the graph indicates that between 2023, and 2024, LLA employed the lowest number of employees ranging from **9** to **19**. In furtherance, the distribution shows that the highest number of employments took place in 2018, with a staggering number of **75**, followed by the year 2020 with a total staff of **48**, the graph reports an employment level of **19 to 32** within the year of 2016, 2021 and 2025. The remaining years had a moderate employment ranging from **2 to 7**

Figure 5.0 Retirement Trend at LLA



The graph titled "Retirement Status Analysis" presents the distribution of employees based on their retirement status. An analysis of the data is as follows:

The data revealed **177** employees, constituting **67%** fall below the pre-retirement bracket set by the GoL (49 years & below). This is the largest segment, indicating that most employees are relatively young and not close to retirement age. However, **69** employees are currently in the pre-retirement bracket (50 years - 59 years) and constitutes **26.1%**. A total number of **17** regular employees are within retirement age (60 years & above) constituting **6.4%**.

Figure 6.0 Verification Status of Excused Employees at LLA

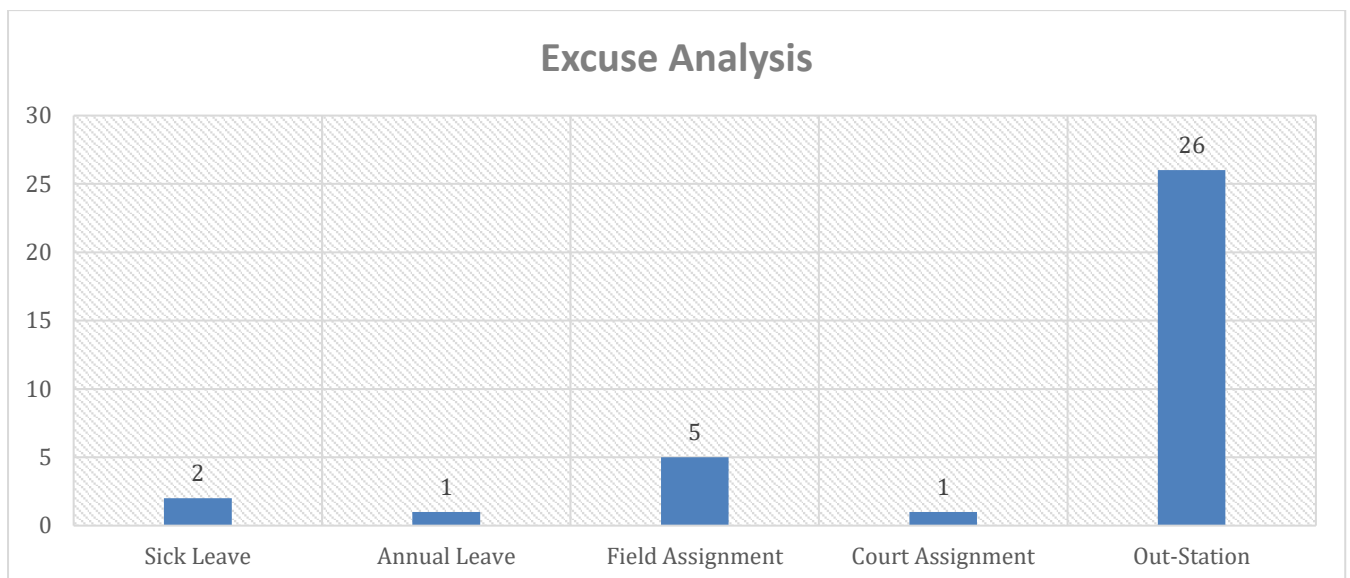


Table 3.0 Excused Ledger Distribution

Category	Count
Annual Leave	1
Sick Leave	2
Field Assignment	5
Out-Station	26
Court Assignment	1

The graph above titled “**Excuse Analysis**” depicts the verification status of excused employees at LLA. Of the total **315** workforce strength of the Liberia Land Authority, the following are excuses delivered to the CSA team during the execution of Personnel and credential verification. A detailed explanation of its components is as follows:

- **Sick Leave:** 2 staff members were reported sick during the personnel and credential verification exercise.
- **Out-Station:** 26 staff members were reported on out-station assignment.
- **Annual Leave:** 1 staff member was reported on annual leave during the personnel and credential verification exercise, while 1 staff was on Juror assignment.
- **Field assignment:** 5 staff members were reported on field assignment during the personnel and credential verification exercise.

2. Key Observations

- **Regular attendance dominates** the data-set.
- **Unexcused absences** are 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 LLA
- 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 LLA
 - MEMORANDUM of Understanding between the applicant and the LLA
- **Annual leave is moderate**, which might be seasonal or cyclical, depending on the context as verified. The approved Annual Leave Schedule was used to verify the leave of staff members said to be on leave.

Figure 7.0: March 2026 Attendance

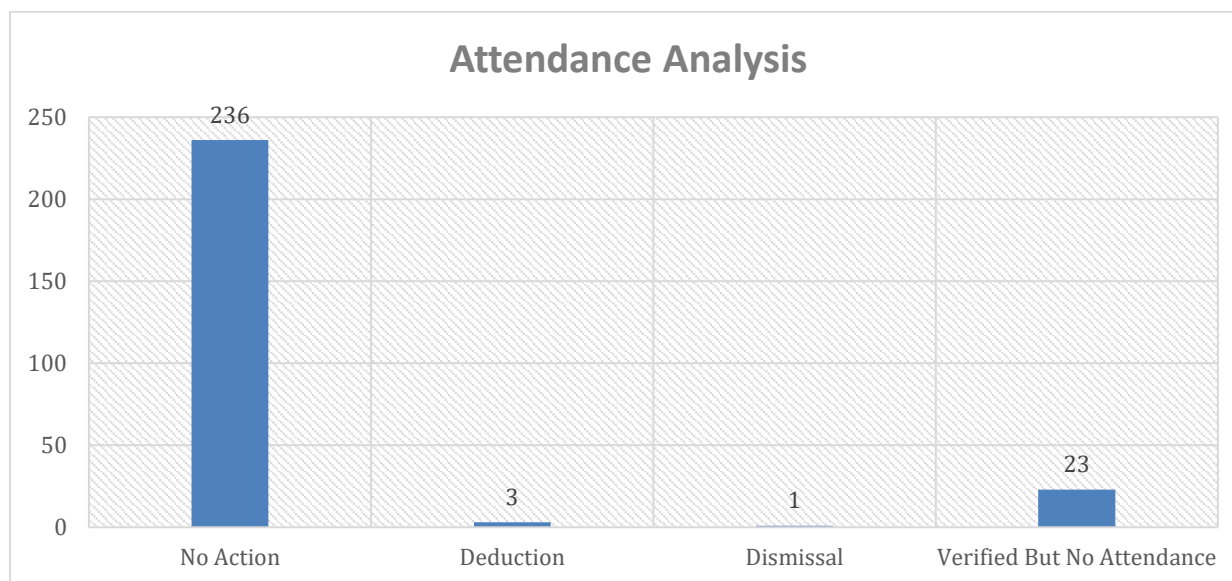


Table 4.0 Attendance Analysis of Verified Employees

Categories	Count
NO ACTION	236
DEDUCTION	3
DISMISSAL	1
VERIFIED BUT NO ATTENDANCE	23

Figure 7.0 illustrates the attendance analysis at the Liberia Land Authority for the month of March 2026 focusing on four key categories of attendance-related decisions: No Penalty, Salary Deduction, Suspension, and Dismissal. The data highlights both the distribution and trend of attendance performance among employees during the month.

Attendance Decision for March 2026

During the month of March, a total of **236** employees (87.8%) recorded satisfactory attendance and therefore attracted no penalty. This indicates that a significant majority of the workforce adhered to the Authority’s attendance policies.

However, **3** employees (**1.5%**) were subjected to salary deductions due to minor attendance infractions such as lateness or short-term absences. Also 1 employee is to be dismissed accounting for (1.1%). 23 employees from out-station appeared for verification but did not have attendance record. March shows a steep decline from the “**No Penalty**” category to “**Suspension**,” illustrating that while most employees complied with attendance requirements, a small but notable proportion faced disciplinary measures.

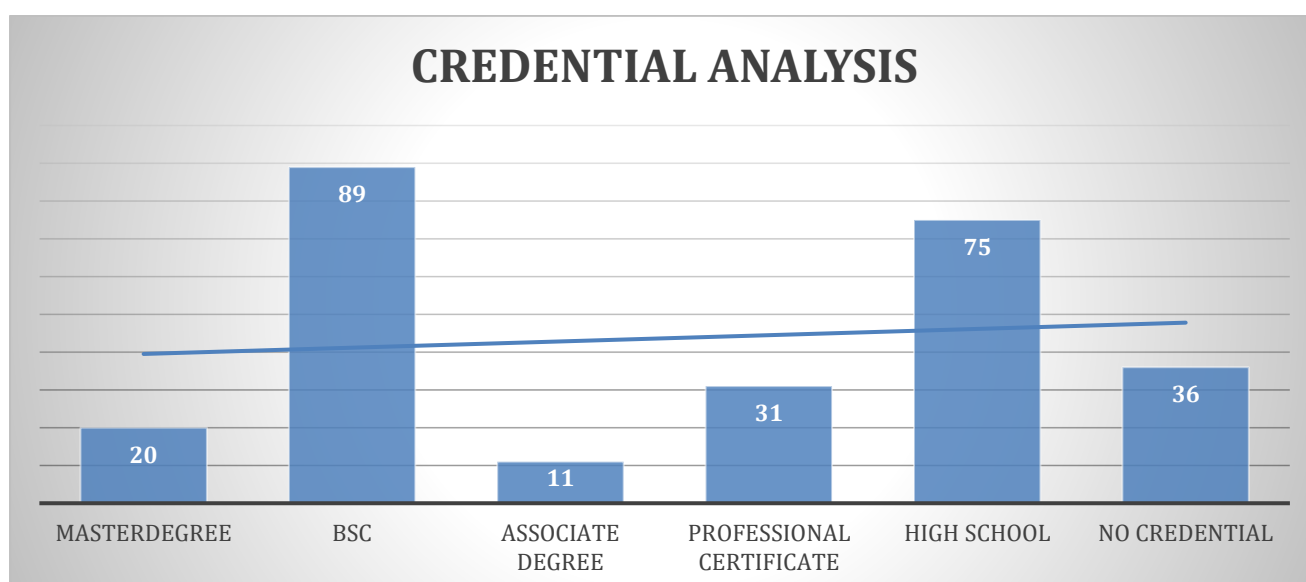
7.0 Authenticate Academic and Professional Credentials

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.

7.1 Credential Distribution of Verified LLA Employees

Figure 8.0 The Credentials Composition of Employees Verified



The graph above illustrates the distribution of individuals by their level of educational attainment. The data is visualized in a rectangular vertical 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.

Hence, the graph reports the following category of credential composition analysis:

- The largest credential group is bachelor's degree holders **89 (33.7%)**, indicating a moderate tertiary educational achievement level at LLA.
- A total of **20 (7.9%)** staff members hold a master's degree at LLA.
- A total minimum of **11(4.1%)** staff members hold an associate's degree.

36 staff, constituting **12.1%**, have no academic qualification, and **75 (29.6%)** hold only a high school diploma; a figure which may warrant concern, especially in technical departments. In the table below, we present the category of credentials along with their respective frequencies per employee at LLA.

Table 5.0 Educational Qualification Categories and Observations

Qualification Level	Count
Master's Degree	20 (7.9%)
Bachelor's Degree	89 (33.7%)
Associate's Degree	11 (4.1%)
Professional/Vocational Certificate & Diploma	31 (12.1%)
High School Diploma	75 (29.6%)
No Credential	36 (12.1%)

- **High School:** A total of **75** staff members presented only high school diplomas, indicating that a majority have completed secondary education.
- **No Qualification:** A significant portion of **36** staff members have no formal educational qualifications, which may impact their employ-ability and the institution's growth.
- **Bachelor's Degree:** **89** individuals possess undergraduate degrees, showing a significant level of tertiary education. The maximum level of educational attainment at LLA is a bachelor's degree.
- **Master's Degree:** A substantial number of **20** individuals have attained a master's degree, indicating a good representation of highly educated individuals.
- **Professional and Vocational Training:** This category has **31** individuals, reflecting modest vocational or technical training.
- **Associate Degree:** **11** staff members have obtained an associate degree at LLA.

Implications:

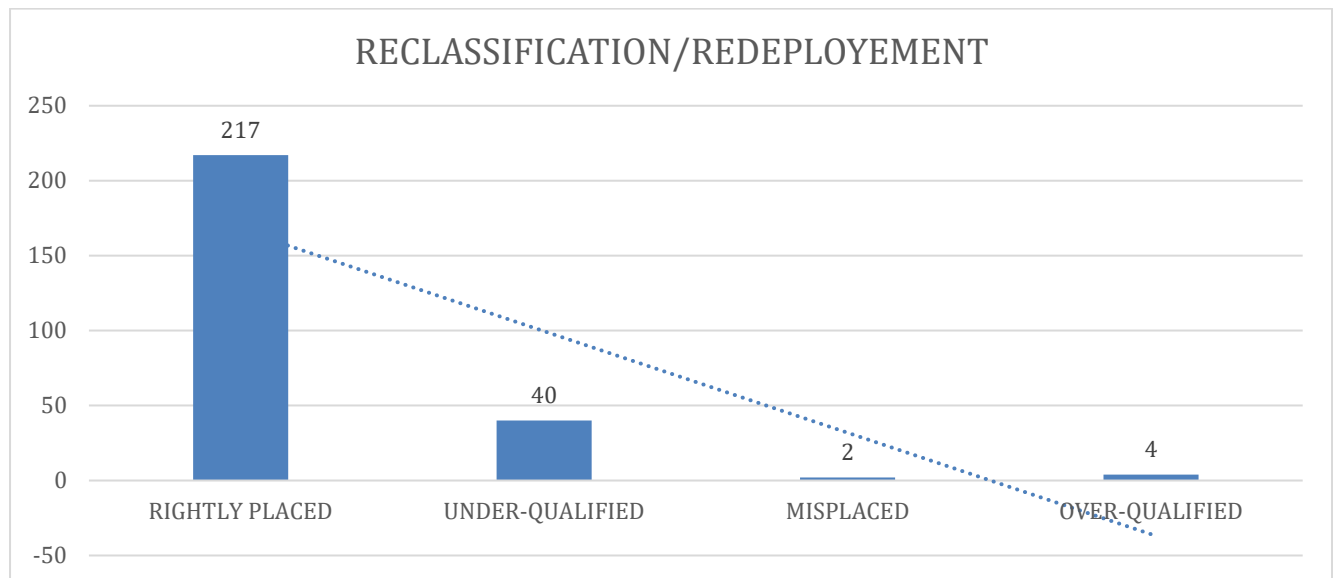
The aggregation of individuals with only a high school education or no qualification at all suggests a potential skills gap in the workforce. Efforts to improve access to higher education, technical certification programs, and adult education may help elevate the qualifications and capacity development 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. The analysis further reveals critical insights into the educational makeup of the Liberia Land Authority workforce. It underscores the need for targeted educational policies and programs to build a more skilled and competitive workforce.

8.0 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 9.0 *Redeployment/Reclassification*



The figure above depicts the placement status of individuals within their roles at the Authority. 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.

Table 6.0 *Placement Categories of Staff*

Placement Category	Count
Rightly Placed	217
Overqualified	4
Underqualified	40
Misplaced	2
Total	263

Observations

- Rightly Placed staff dominate (217 staff members), suggesting overall alignment with qualification attained.

- However, 46 employees are in categories needing review: misplaced, under-/overqualified, and awaiting administrative action.

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.

9.0 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.

9.1 Promote Transparency and Institutional Integrity

Approach:

- **Open Communication:** Held periodic briefings with the Liberia Land Authority leadership and departments to update on progress.
- **Verification Trail:** Maintained detailed logs of decisions, changes, and verifications for future exercises.
- **Compliance Checks:** Ensured all activities align with the Liberia Land 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.

9.2 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.

10.0 Role of the CSA and Use of the HR Database System

The Civil Service Agency, acting upon formal request, designed and led the exercise with support from the Technical Team from the Compliance and Integrity Management Division (CIMD). 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 Results and Outcomes

- **263** staff members physically verified from an original payroll list of 315 staff members.
- **9** staff member excuse was accepted, staff on sick leave and study leave need to be verified to prove their legitimacy.
- **46** staff members recommended to be reclassified or/and redeployed in line with their duties and qualifications.
- **46** PANs (for now until the exercise is fully completed) are expected to be prepared, approved, and submitted to formalize changes in employment status of the Liberia Land Authority.
- **17** employees of the Liberia Land Authority are within the retirement range set by the government of Liberia (60 & above)
- **69** employees are closed to retirement bracket. This is essential for succession planning.

10.2 Challenges/Limitation 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.
- Geographic scope: The exercise was conducted in one county, which may not be representative of the entire LLA staff.
- Sample size: The sample size may not be sufficient to generalize the findings to the entire employees.

11.0 Optimizing Staff Deployment Based on Qualifications and Needs

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

The presence of **36 staff members with no credentials** and **75 with only high school diplomas** requires review, particularly to ensure these individuals are not occupying classified, administrative, or technical posts beyond their qualifications.

The Department of Land Use and Management is Understaffed and therefore requires immediate attention to its staffing needs to enhance institutional performance.

12.0 Conclusion

The initiative has provided a robust foundation for institutional reform in human resources management. The Liberia Land Authority now have 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.

13.0 Recommendations

Immediate Action Based on Critical Findings

- A total of **46** employees are to be reclassified or/and redeployed, suggesting their qualifications or job functions required reassignment to more suitable positions.
- The CSA recommends that the **36** employees with no credentials and **75** 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 **3** employees were absent for 3–6 days in March 2026. Their salaries must be prorated consistent with the Human Resource Policy Manual. We recommend salary deductions.
- A total of **1** employee was absent for 14 or more days. They **MUST** be dismissed and the CSA duly notified for payroll action.
- A total of **17** employees within the retirement bracket be transitioned through the CSA Retirement Program to the NASSCORP pension scheme.

Medium to Long-term Action

- **Recruitment:** Credential verification **MUST** be implemented during the hiring process.
- **Evaluation:** Adopt performance-based assessments to inform future 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.
- Unify payroll systems under the CSA to ensure consistency, transparency, and regulatory compliance.
- 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 functioning of payroll system where applicable.

14.0 Appendices

- Appendix A: Sample Personnel File Checklist
- Appendix B: Verified & Unverified Employees
- Appendix C: Appointees
- Appendix D: Departmental Listing
- Appendix E: Overqualified
- Appendix F: Not Qualified
- Appendix G: Misplaced
- Appendix H: Attendance Record
- Appendix I: Retirement Bracket
- Appendix J: Credentials Copies
- Appendix K: PAN Sample