



**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 REFUGEE REPATRIATION & RESETTLEMENT
COMMISSION (LRRRC)**

Submitted By:
Josiah F. Joekai, Jr., Ph.D.
DIRECTOR-GENERAL
Civil Service Agency

Submitted To:
Hon. Cllr. Jeror Cole Bangalu
Executive Director
Liberia Refugee Repatriation & Resettlement Commission (LRRRC)

Date:
July 23, 2026

Table of Contents

Foreword	3
Abbreviations	4
Executive Summary	5
1.0 Background	6
1.1 Ensure Accurate and Updated Employee Records	6
1.2 Conduct Comprehensive Headcount and Attendance Analysis	6
1.3 Authenticate Academic and Professional Credentials	7
1.4 Optimize Staff Deployment Based on Qualifications and Needs	7
1.5 Formalize Employment Status Updates	7
1.6 Promote Transparency and Institutional Integrity	7
1.7 Provide Strategic HR Recommendations	7
2.0 Findings	8
2.1 Personnel Verification Status of employees of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC).	8
2.2 Reclassification	8
2.3 Redeployment	9
3.0 Verification Status of MOS's Employees	9
Figure 1.0 Verification Status of LRRRC	9
4.0 Verified Employees Gender Distribution	10
Figure 2.0 Gender Distribution of Verified Employees	10
4.1 Overview of Gender Distribution	10
Table 1.0 Gender Disaggregation	10
5.0 Methodology for Execution of Activities	11
5.1 Ensure Accurate and Updated Employee Records	11
Figure 3.0 Department Disaggregated (Distribution of verified employees)	12
6.0 Conduct Comprehensive Headcount and Attendance Analysis	12
Figure 4.0 Employment Trend	13
Figure 5.0 Retirement Trend at LRRRC	14
Figure 6.0 Verification Status of Excused Employees at LRRRC	15
Table 2.0: Attendance Analysis of Verified Employees	
Figure 7.0: 2026 – February & March Attendance	16

7.0 Authentication of Academic and Professional Credentials	17
7.1 Credential Distribution of Verified LRRRC Employees	18
Figure 8.0 The Credentials Composition of Employees Verified	18
Table 3.0 Educational Qualification Categories and Observations	19
Figure 9.0 Redeployment/Reclassification	20
Table 4.0 Placement Categories of Staff	20
8.0 Formalize Employment Status Updates	21
8.1 Promote Transparency and Institutional Integrity	21
8.2 Provide Strategic HR Recommendations	21
9.0 Role of the CSA And Use of the HR Database System	22
9.1 Key Functions of the HR Database System	Error! Bookmark not defined.
9.2 Key Results and Outcomes	22
10.0 Challenges/Limitation Encountered	22
11.0 Optimizing Staff Deployment Based on Qualifications and Needs	23
12.0 Conclusion	23
13.0 Recommendations	23
14.0 Appendices	25

Foreword

This Personnel and Credential Verification Report presents the findings of a six-day personnel and credentials verification exercise conducted by the Civil Service Agency (CSA) in favor of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC). The intervention followed a formal request from the Executive Director for the conduct of this essential exercise. In response to this urgent request, the CSA immediately deployed its specialized team of analysts, guided by established guidelines to implement the verification exercise, recognizing the need to establish order, transparency, and accountability in the workforce of the Commission.

The report provides a detailed overview of human resource data across the Liberia Refugee Repatriation & Resettlement Commission (LRRRC), including employment status, personnel files update, credential validation, reclassification, redeployment and key HR indicators such as age demographics, staff on annual, maternity or sick leave, special assignment, 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 the Liberia Refugee Repatriation & Resettlement Commission (LRRRC). 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 Refugee Repatriation & Resettlement Commission (LRRRC) 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
LRRRC	-	Liberia Refugee Repatriation & Resettlement Commission (LRRRC)
PAN	-	Personnel Action Notice
ESD	-	Employment Services Division
CIMD	-	Compliance and 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 carried out at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aimed to strengthen the LRRRC 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 LRRRC staffing practices with national standards, promote accountability, and support sustainable institutional development.

As per the payroll of March 2026, a total of **128** employees constituting **100%** of the total employees at the Liberia Refugee Repatriation & Resettlement Commission, was submitted for verification. A total of **88** employees were physically verified across **eight (8)** departments, namely the Administration, Finance, Communication, Human Resource, ICT, M&E, Procurement, Operation and Protection Services representing the Liberia Refugee Repatriation & Resettlement Commission (LRRRC)

A major component of the initiative focused on reviewing and updating employee records to ensure accuracy and compliance. A total of **88** personnel files were thoroughly examined across the nine (9) departments at the Liberia Refugee Repatriation & Resettlement Commission. Through this exercise, numerous incomplete or outdated records were identified and rectified. A significant number of records were standardized with updated job descriptions and formatting, resulting in **88** files meeting national compliance standards. This will significantly improve the integrity and accessibility of LRRRC personnel data.

Another critical area of focus was the physical headcount verification and attendance analysis. 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 **5** employees were unverified, constituting **3.9%** of the LRRRC verified workforce.

Attendance logs were cross-examined with payroll records, revealing **5** anomalies, including unreported absenteeism and suspected ghost workers. Despite the findings, the attendance analysis verified an active workforce of **88** 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 verified and authenticated through direct engagement with the issuing institutions. Meanwhile, **79** staff members, representing **89.7%** of the verified/updated workforce, presumably possessed legitimate or verifiable credentials. However, **9** employees had no form of academic or professional qualifications, constituting **10.2%** 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 Refugee Repatriation & Resettlement Commission (LRRRC) to institutionalize data-driven human resource management practices and promote a culture of meritocracy, transparency, and accountability in human resource 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 Refugee Repatriation & Resettlement Commission (LRRRC) to conduct a comprehensive Personnel and Credentials Verification exercise. A team with the requisite skills, competence, and training was tasked to conduct the following, as requested by the Liberia Refugee Repatriation & Resettlement Commission (LRRRC).

- 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 Refugee Repatriation & Resettlement Commission (LRRRC), 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 Refugee Repatriation & Resettlement Commission (LRRRC)' policy and legal standards.

1.6 Promote Transparency and Institutional Integrity

- Objective: To support governance, accountability, and trust within the LRRRC 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 Refugee Repatriation & Resettlement Commission (LRRRC)' 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 Refugee Repatriation & Resettlement Commission (LRRRC) regarding its employees. The results of this investigation can be summarized as follows:

2.1 Personnel Verification Status of employees of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC).

Inconsistencies in employee data: Discrepancies were found in employee records, including incorrect staff information and job titles.

1. **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.

2. **Data interpretation:** Data collected were analyzed as listed below:

- The original payroll for March 2026 of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) revealed **128** employees, constituting **100%** of the total workforce on the original payroll.
- **A total of 88 employees of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) were successfully verified by the CSA team, excluding 3 appointees.**
- **Two (2) unverified employees** were excused due to illness and special assignment, while excuses submitted by **twenty-four (24) verified employees** for annual leave, special assignment, sick leave, maternity leave, and jury duty were granted to account for their absence during February and March 2026, which were the reference months for the time and attendance verification exercise.
- **Five (5) employees remained unverified**, meaning they did not appear for the personnel and credential verification exercise.

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, and qualifications.

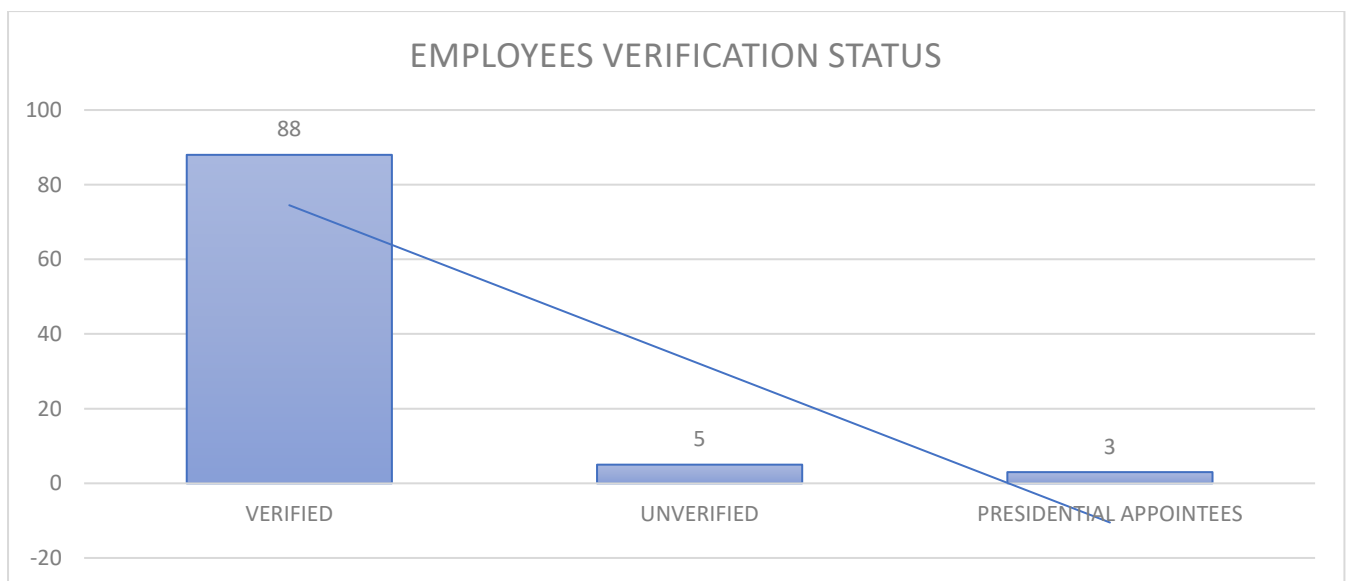
2.3 Redeployment

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

Based on the findings, recommendations have been made to address the issues identified and improve the overall efficiency and effectiveness of the LRRRC.

3.0 Verification Status of LRRRC Employees

Figure 1.0 Verification Status of LRRRC

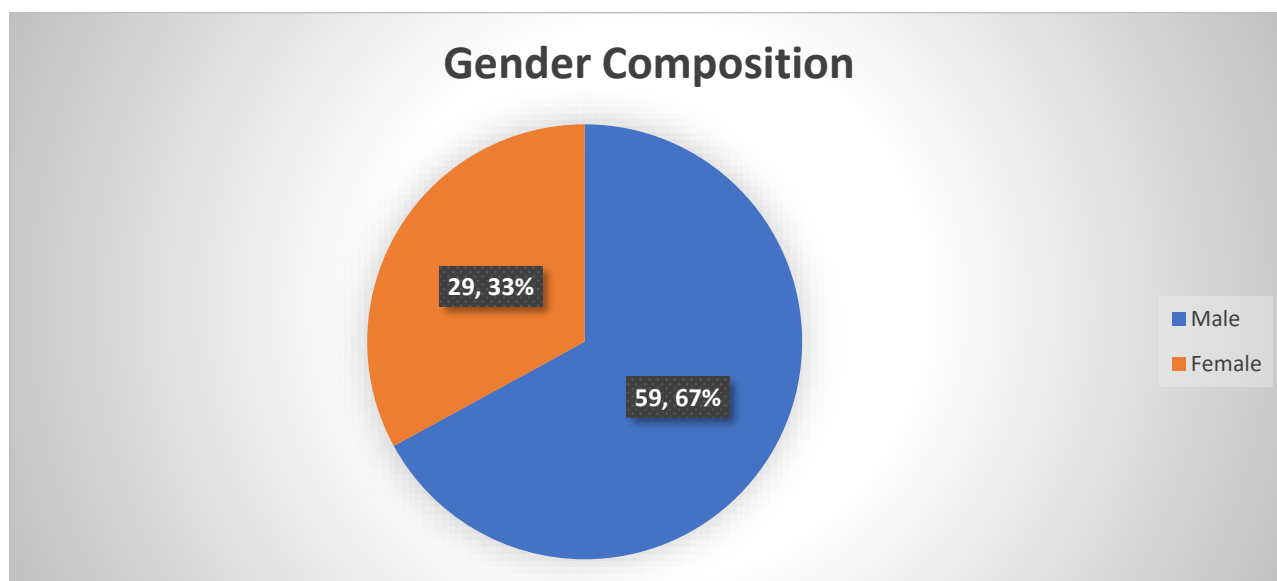


The graph above shows that there were 88 employees verified and 5 employees unverified, 3 Presidential Appointees were unverified and excused.

The data suggests that majority of staff members have been accounted for and verified.

4.0 Verified Employees Gender Distribution

Figure 2.0 Gender Distribution of Verified Employees of LRRRC



The figure 2.0 above presents the gender composition of verified employees at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC). The graphs show that **29** employees were females, constituting **33%**, while **59** were males, representing **67%** of the aggregated workforce.

4.1 Overview of Gender Distribution

The workforce at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) consists of:

Table 1.0 Gender Disaggregation

Gender	Number of Employees	Percentage
Males	59	67%
Females	29	33%
Total		100%

Key Observations

1. Male Dominance:

- Males make up **67%** of the workforce.
- This indicates **gender imbalance** in staffing.

2. Female Representation:

- Only **33%** of the workforce is female.
- This suggests an underrepresentation of females in employment at LRRRC.

3. Gender Gap:

- There is a **30-person gap** between male and female employees.
- In percentage terms, males outnumber females by **34 percent**.

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 LRRRC.

5.0 Methodology for Execution of Activities

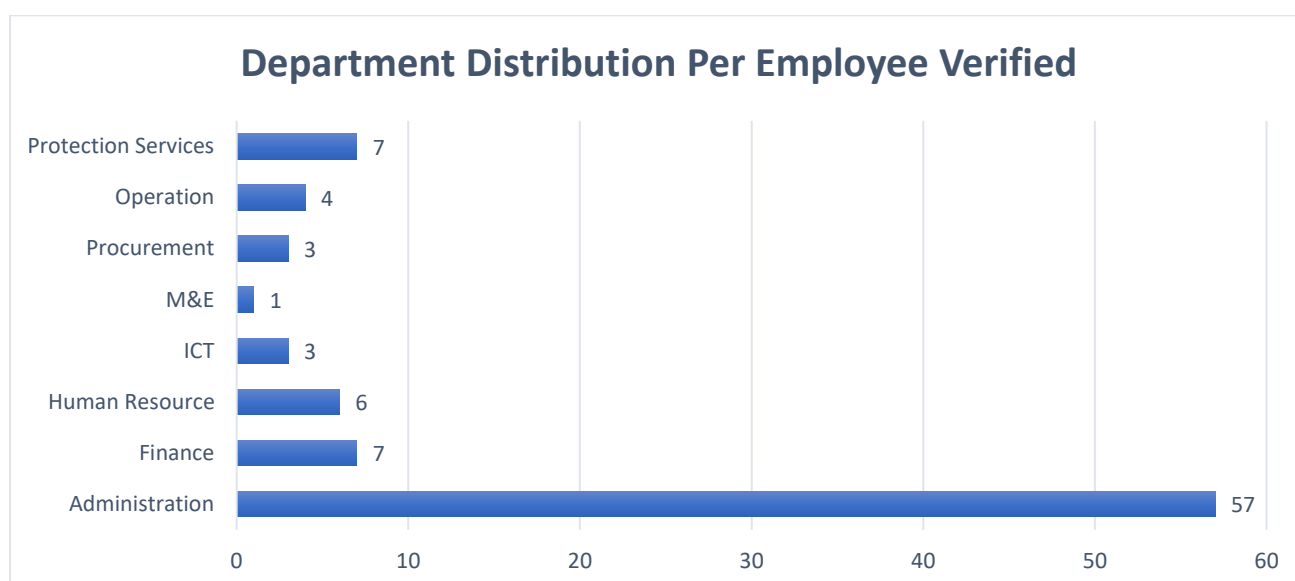
Below is a detailed methodology outlining the approaches used for executing the seven listed activities. This methodology ensures accuracy, accountability, and alignment with the Civil Service Agency's operational and strategic goals for a merit-based and professional workforce at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC).

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: (Please see checklist above in section 2.1 page 8). 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 verified employees) at LRRRC



The Department Distribution Analysis indicates that the verified workforce of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) is heavily concentrated within administration, protection services and finance departments.

The analysis shows that:

- **Administration** recorded the highest number of verified employees with **57 staff (64.7%)**, representing the largest operational workforce within the Commission.
- **Protection Service** accounted for **7 employees (7.9%)**, reflecting a significant concentration of administrative and managerial personnel.
- **Finance department** recorded **7 employees (7.9%)**, indicating a strong financial and budgetary operations within the Commission.
- **Human Resource** accounted for **6 employees (6.8%)**.
- **Operation department** recorded **4 employees (4.5%)**, supporting operational activities.
- Smaller specialized departments included **Procurement** with **3 employees (3.4%)**, **ICT** with **3 employees (3.4%)** and **M&E** with **1 employee (1.1%)**.
- The **Advisory Board** recorded **0 employees**, indicating no verified staff presence during the exercise.

The findings suggest that the Commission workforce structure is primarily centered on administration service delivery, protection, and finance support functions, which together constitute the majority of verified employees. The smaller staffing levels in oversight and governance-related departments may reflect lean institutional structures designed for specialized administrative and supervisory functions.

6.0 Conduct Comprehensive Headcount and Attendance Analysis

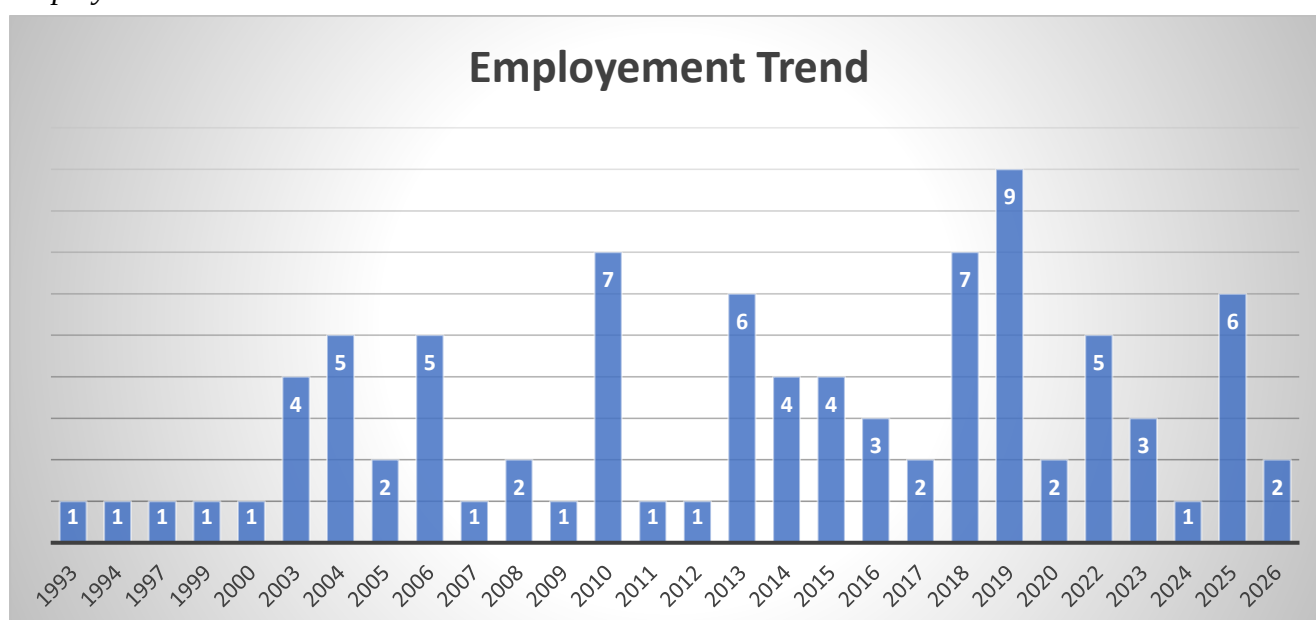
The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) was intended to verify, validate, log, and capture relevant employment data from LRRRC employees. This process was conducted by 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 LRRRC between 1993 to 2026



The Employment Trend Analysis indicates that the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) experienced gradual workforce growth over the different employment periods, with the highest concentration of employees recruited between 2018 and 2019.

The analysis shows that:

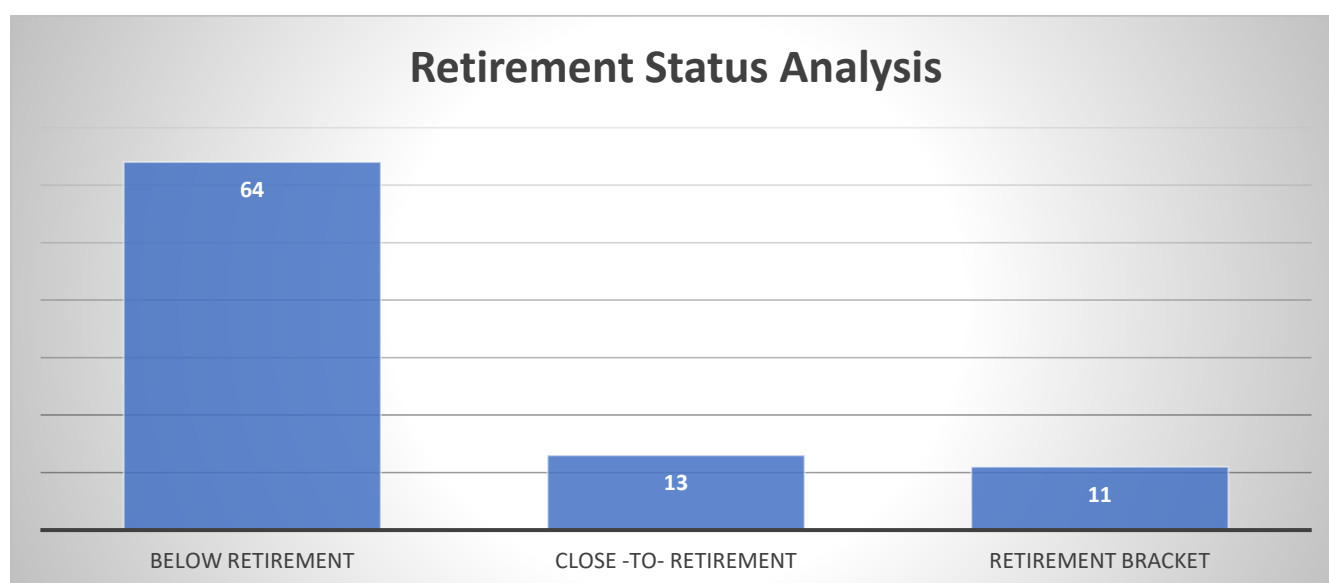
- Only **4 employee (4.5%)** was employed between 1993–1999, indicating very limited long-serving staff from that period.
- **10 employees (11.3%)** were employed between 2000–2004, reflecting moderate workforce growth during the 2000s.
- **30 employees (34.0%)** joined between 2005–2014, showing a significant increase in recruitment and institutional expansion during that decade.
- The highest employment period was between **2015–2024**, with **36 employees (40.9%)**, representing nearly two-fifths of the verified workforce. This suggests that the Commission experienced its largest workforce expansion during this period.

- Between **2025–2026, 8 employees (9.0%)** were employed, indicating continued recruitment and workforce renewal in recent years.

Overall, the employment trend demonstrates that the majority of employees within the Commission were recruited during the last decades, particularly between 2015 and 2024. This suggests that the Commission workforce is relatively modern and active, with a significant number of employee's likely possessing contemporary administrative and operational experience.

The data further indicates a blend of experienced staff and newer employees, which may support institutional continuity, knowledge transfer, and operational productivity. However, the relatively low number of long-serving employees from earlier decades may also suggest the need for stronger succession planning and retention strategies to preserve institutional memory over time.

Figure 5.0 Retirement Trend at LRRRC



The Retirement Status Analysis indicates that the majority of employees at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) are below the retirement age, suggesting that the Commission currently maintains a relatively active and sustainable workforce.

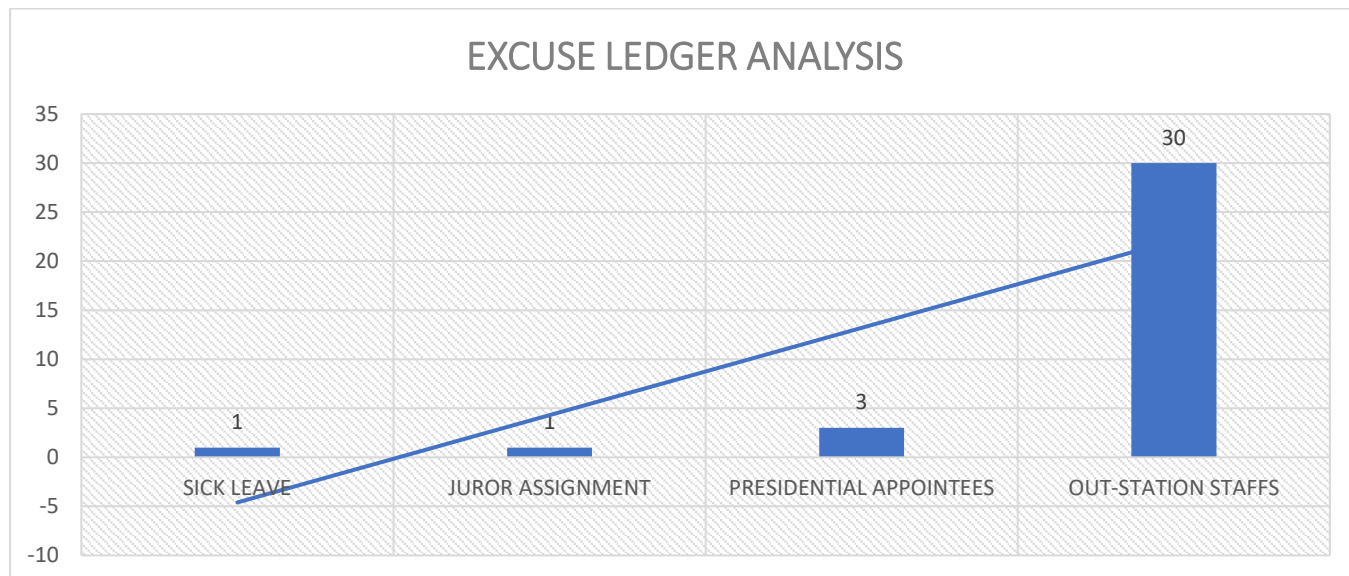
The analysis shows that:

- **11 employees (12.5%)** are aged 60 years or above and are considered within the retirement category.
- **13 employees (14.7%)** are expected to attain the retirement age between 2026 and 2027.
- The remaining **64 employees (72.7%)** are below retirement age, representing the largest portion of the Commission's workforce.

Overall, the data suggests that the LRRRC is not likely to experience a large-scale immediate retirement transition in the short term. However, the presence of employees already at or above retirement age highlights the need for proactive succession planning, workforce replacement

strategies, and knowledge transfer mechanisms to ensure continuity of institutional operations and productivity.

Figure 6.0 Verification Status of Excused Employees at LRRRC



The graph above titled “**Excuse Distribution**” depicts the verification status of excused employees at LRRRC. Of the total **128** workforce strength of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC), the following are excuses delivered to the CSA team during the execution of the Personnel and credential verification. The analysis shows that:

- **30 individuals (23.4%)** were classified as presidential appointees, representing the largest category of excused personnel.
- **3 individuals (2.34%)** were classified as presidential appointees, representing the second largest category of excused personnel.
- **1 employee (0.78%)** were excused due to sick leave.
- **1 employee (0.78%)** were excused for jury duty.

The data suggests that most excuses granted during the verification process were administrative in nature, particularly relating to presidential appointees. The remaining categories reflect normal workforce absences associated with leave entitlements, health conditions, official assignments, and civic responsibilities especially for the months of February and March, 2026 for which time and attendance analysis is based for the personnel and credential exercise.

The relatively low number of employees excused for medical and maternity reasons may indicate stable workforce attendance during the assessment period, while the presence of employees on special assignment demonstrates ongoing operational engagements outside the primary workplace.

Table 2.0: Attendance Analysis of Verified Employees

2026 Attendance

Figure 7.0: 2026 – February & March

February 2026 Attendance Penalty Analysis		March 2026 Attendance Penalty Analysis	
No Penalty/Action (Regular)	81	No Penalty/Action (Regular)	77
Salary Deductions (3-6 days)	7	Salary Deductions (3-6 days)	11
Total	88	Total	88

Figure 7.0: 2026 – February

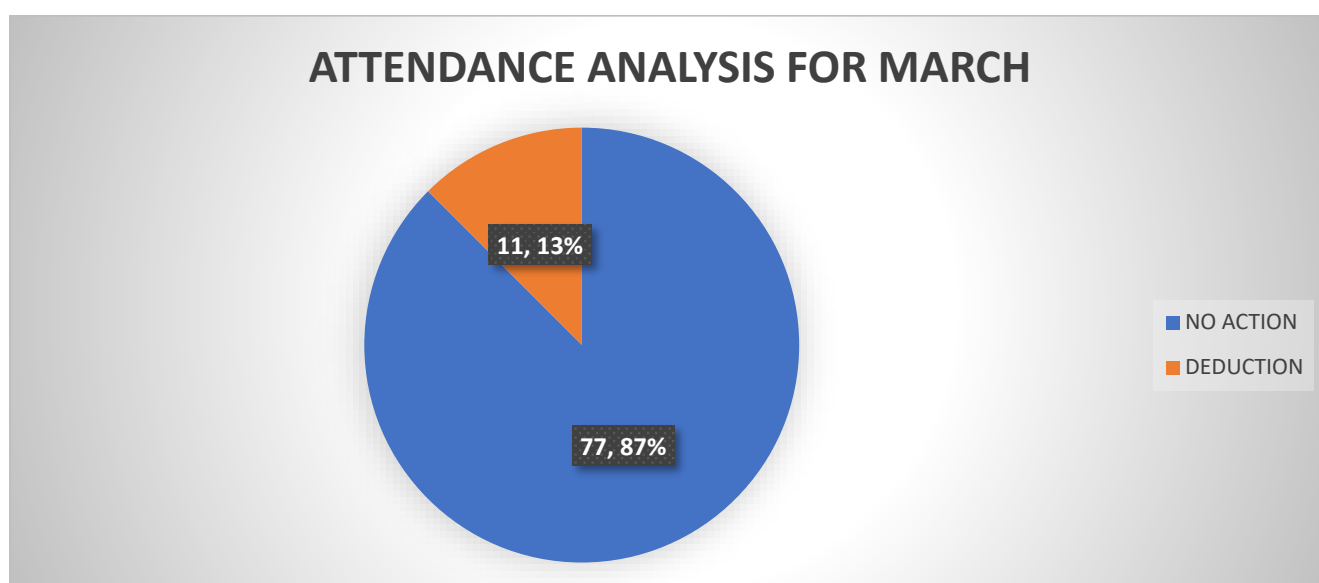


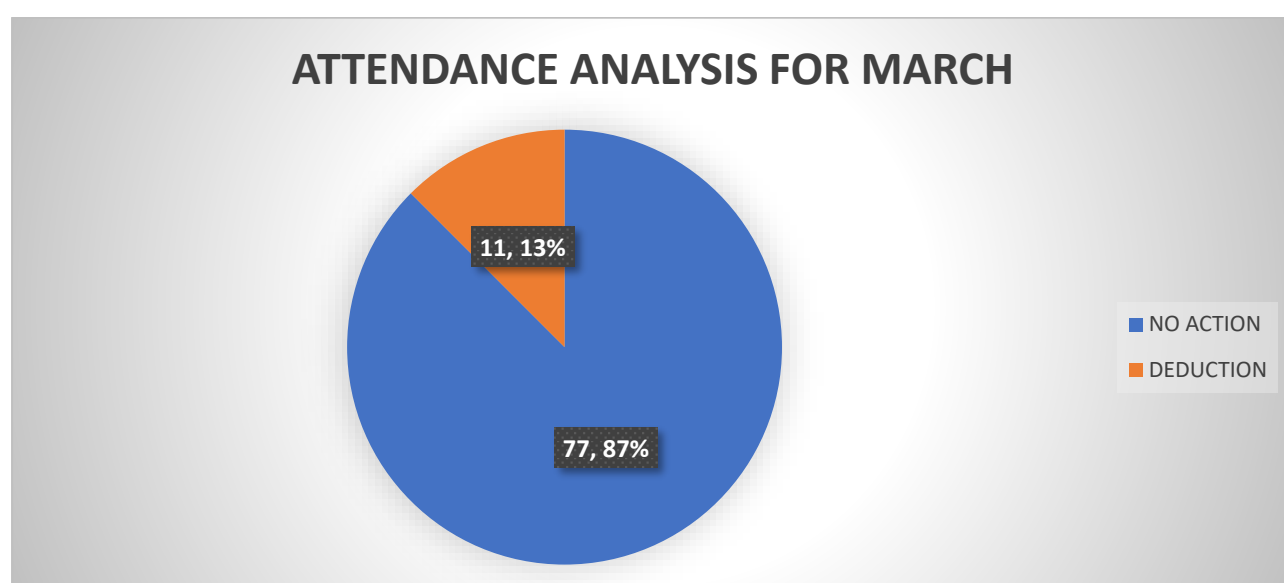
Figure 7.0 illustrates the attendance analysis at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) for the months of February 2026 and March 2026 focusing on four key categories of attendance-related decisions: No Penalty, Salary Deduction, Suspension, and Dismissal. The data highlights both the distribution and trend of attendance performance among employees during the month.

The February 2026 Attendance Analysis for the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) indicates that the majority of employees complied with attendance verification requirements and therefore required no administrative action.

The analysis shows that:

- **81 employees (92%)** required no action, reflecting satisfactory attendance compliance during the assessment period.
- **7 employees (8%)** were recommended for deduction due to attendance-related irregularities identified during the verification exercise.

Figure 7.1: 2026 – March



The March 2026 Attendance Analysis for the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) also indicates that the majority of employees were compliant with the attendance verification requirements and therefore required no administrative action.

The analysis shows that:

- **77 employees (87%)** required no action, indicating satisfactory attendance compliance during the assessment period.
- **11 employees (13%)** were recommended for deduction due to attendance-related issues identified during the verification exercise.

The February and March 2026 attendance analyses indicate that the majority of employees of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) complied with attendance requirements and required no administrative action. However, a notable number of employees were subjected to deductions, suspensions, and dismissals due to attendance irregularities and noncompliance, highlighting the need for strengthened attendance monitoring, personnel accountability, and disciplinary enforcement to improve workforce productivity and institutional efficiency.

7.0 Authentication of Academic and Professional Credentials

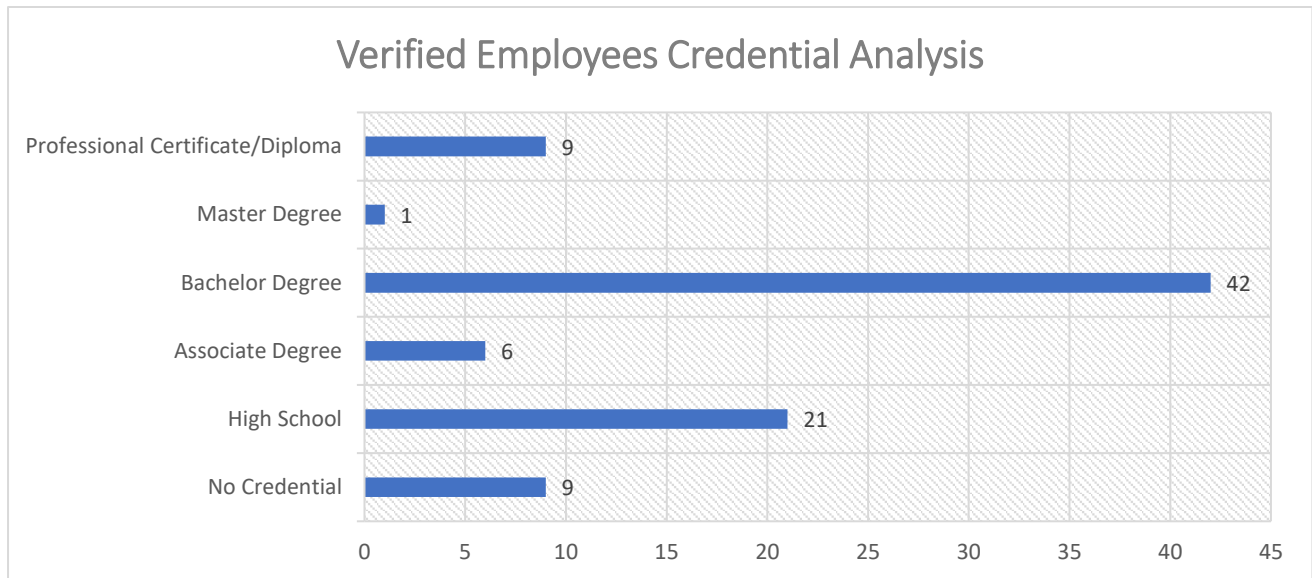
Approach:

- **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 LRRRC 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 should inform policy decisions, training needs, and strategies for workforce development.

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

- **1 employee (1.1%)** possess Master's Degrees.
- **42 employees (47.7%)** hold Bachelor's Degrees, representing one of the largest professionally qualified groups within the LRRRC.
- **6 employees (6.8%)** possess Associate Degrees.
- **21 employees (23.8%)** have High School qualifications, representing the largest educational category.
- **9 employees (10.2%)** possess Professional Certificates/Diploma.
- **9 employees (10.2%)** reported having no formal credentials presented during the verification exercise.

Overall, the findings indicate that the LRRRC maintains a workforce with diverse educational backgrounds and competencies. However, the relatively high number of employees without presented credentials highlights the need for continued credential documentation and verification efforts to strengthen personnel records management and institutional accountability.

Table 3.0 *Educational Qualification Categories and Observations*

Qualification Level	Count
Master's Degree	1.1%
Bachelor's Degree	47.7%
Associate's Degree	6.8%
Professional Certificate/Diploma	10.2%
High School Diploma	23.8%
No Credential	10.2%
Total	100%

Implications:

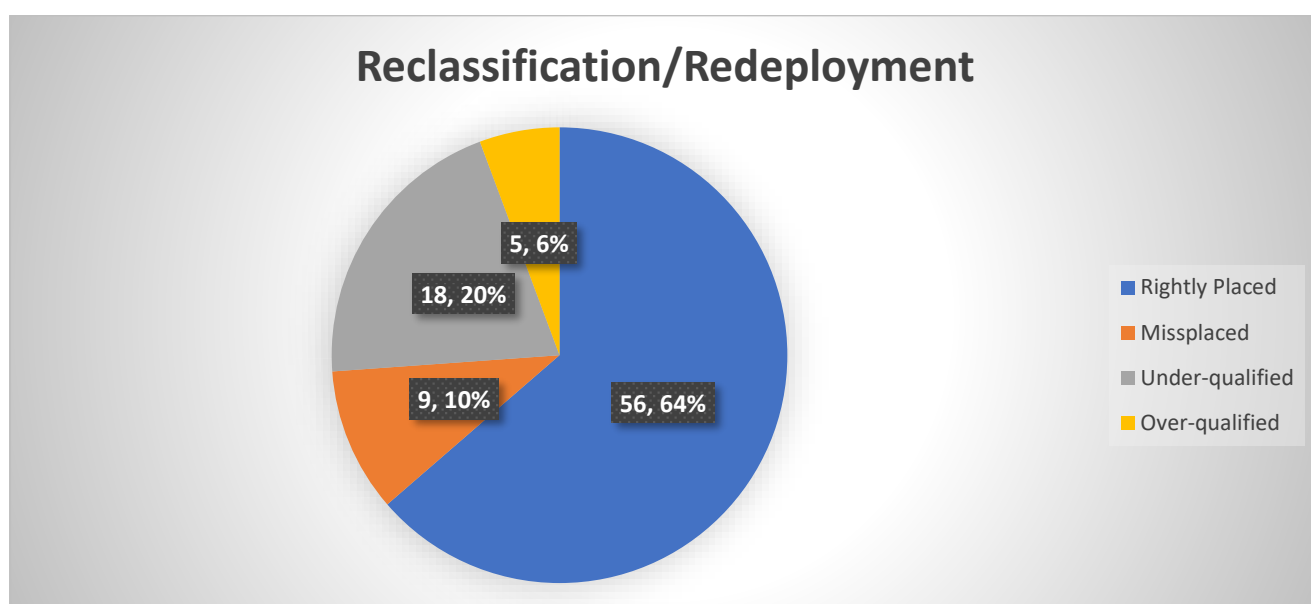
The aggregation of individuals with only a high school education or no qualification at all suggests a potential skills gap in the workforce. Efforts to improve access to higher education, technical certification programs, and adult education may help elevate the qualifications and capacity development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

4. Optimize Staff Deployment Based on Qualifications and Institutional Needs

Approach:

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

Figure 9.0 *Redeployment/Reclassification*



The Reclassification/Redeployment Analysis indicates that the majority of employees at the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) are appropriately assigned within their current job roles based on their qualifications, competencies, and assigned responsibilities.

The analysis shows that:

- **56 employees (64%)** were assessed as rightly placed, indicating that most staff members are serving in positions aligned with their educational background, skills, and professional responsibilities.
- **5 employees (6%)** were identified as overqualified, suggesting that some employees possess qualifications or competencies above the requirements of their current positions.
- **18 employees (20%)** were classified as underqualified, indicating that they may not fully meet the minimum academic, technical, or professional requirements for their assigned roles.
- **9 employees (10%)** were considered misplaced, meaning their qualifications or specialization do not align with their current job assignments.

The findings suggest that the LRRRC maintains a relatively stable workforce structure, with a high proportion of employees suitably placed. However, the presence of underqualified and misplaced staff highlights the need for targeted redeployment, capacity-building initiatives, professional training, and possible role reclassification to improve workforce efficiency, productivity, and institutional effectiveness.

Staff Placement Distribution

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

Table 4.0 *Placement Categories of Staff*

Placement Category	Count
Rightly Placed	56
Overqualified	5
Underqualified	18

Misplaced	9
Total	88

Observations

- Rightly Placed staff dominate 56 staff members, suggesting overall alignment with qualification attained.
- However, 32 individuals are in categories needing review: misplaced, under-/overqualified, and awaiting administrative action.

8.0 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.

8.1 Promote Transparency and Institutional Integrity

Approach:

Open Communication: Held periodic briefings with the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) 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 Refugee Repatriation & Resettlement Commission (LRRRC) 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.

8.2 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.

9.0 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).

9.2 Key Results and Outcomes

- Eighty-eight (88) staff members were physically verified from an original payroll list of 128 staff members.
 - Five (5) suspected ghost employees were flagged and recommended for removal, as they did not show up for the exercise.
 - Thirty (30) employees mentioned as out-station, listing presented to the CSA team remain unverified.
 - Excuses submitted by two (2) unverified staff members on sick leave and special assignment were granted; however, they are required to undergo verification to establish the legitimacy of their claims.
 - Thirty-two (32) recommended staff members are to be reclassified or/and redeployed in line with their duties and qualifications.
 - Thirty-two (32) 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 reclassified/redeployed employees.
 - Eleven (11) employees of the Liberia Refugee Repatriation & Resettlement Commission (LRRRC) are within the retirement range set by the government of Liberia (60 & above)
 - Thirteen (13) staff members are approaching retirement, and are expected to retire in 2027.
 - Five (5) unverified employees who failed to appear for the LRRRC personnel and credential verification salaries will be **BLOCKED** as of effective July 2026.
 - Five (5) unverified employees will be granted a one-month grace period to undergo the personnel and credential verification process upon submission of a letter signed by LRRRC management stating a valid reason for their absence from the exercise.
 - Failure by any of the five (5) unverified employees to take advantage of the one-month grace period and complete the verification process will result in the removal of their names from the LRRRC payroll.
- **10.0 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 LRRRC.
- 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 Refugee Repatriation & Resettlement Commission (LRRRC) has a structured staffing framework, with several staff members holding first-degree and graduate qualifications. However, several issues stand out:

The presence of **nine (9) staff members with no credential** and **twenty-one (21) with only high school diplomas** require review, particularly to ensure these individuals are not occupying classified, administrative, or technical posts beyond their qualifications.

12.0 Conclusion

The initiative has provided a robust foundation for institutional reform in human resources management. The Liberia Refugee Repatriation & Resettlement Commission (LRRRC) now has a clear 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 Actions Based on Critical Findings

- The two (2) excused unverified staff that comprises of: sick leave and special assignment during the exercise **MUST** be verified to bring closure to the process.
- Thirty (30) unverified out-station staff **MUST** be verified to bring closure to the process.
- The **32** staff members **Must** be reclassified or/and redeployed, suggesting their qualifications or job functions required reassignment to more suitable positions.
- The **nine (9)** staff members with no degree and **twenty-one (21)** with only high school diplomas should not occupy any classified, junior-level, or above, or technical roles. They **MUST** be immediately reclassified.
- A total of **18** employees were absent for 3–6 days in February and March, 2026. Their salaries **Must** be prorated consistent with the Human Resource Policy Manual. We recommend salary deductions.
- That the **eleven (11)** employees within the retirement bracket be transitioned to the NASSCORP pension scheme through the CSA in keeping with law.

Medium to Long-term Actions

- **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.
- Unify payroll systems under the CSA to ensure consistency, transparency, and regulatory compliance.

14.0 Appendices

- Appendix A: Personnel File Checklist
- Appendix B: Verified and Unverified Employees
- Appendix C: List of Appointees
- Appendix D: Departmental Listing
- Appendix E: List of Overqualified Employees
- Appendix F: List of Qualified Employees
- Appendix G: List of Misplaced Employees
- Appendix H: Excuse Ledger
- Appendix I: Attendance Record
- Appendix J: Retirement Bracket
- Appendix K: Credentials Copies
- Appendix L: PAN Sample

