



**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
NATIONAL HOUSING AUTHORITY (NHA)**

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Date:
July 23, 2026

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Foreword

This Personnel and Credential Verification Report present the findings of a five-day personnel and credentials verification exercise conducted by the Civil Service Agency (CSA) in favor of the National Housing Authority (NHA). The intervention followed a formal request from the Managing Director of National Housing Authority 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 Authority.

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

It is anticipated that the leadership of the National Housing 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
NHA	-	National Housing Authority
PAN	-	Personnel Action Notice
ESD	-	Employment Services 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 National Housing Authority. Led by a team of specialized professionals in personnel management and credential fraud detection, the initiative aimed to strengthen the NHA'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 NHA's staffing practices with national standards, promote accountability, and support sustainable institutional development.

As per the payroll of **January 2026**, a total of **118** employees constituting **100%** of the total employees at the National Housing Authority, was submitted for verification. A total of **109** employees were physically verified across **2** departments, namely the **92%**, representing the National Housing Authority.

A major component of the initiative focused on reviewing and updating employee records to ensure accuracy and compliance. A total of 109 personnel files were thoroughly examined across the two departments at the National Housing Authority. 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 **109** files meeting national compliance standards. This will significantly improve the integrity and accessibility of NHA's 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 **4.2%** of the NHA workforce.

Attendance logs were cross-examined with payroll records, revealing **83** anomalies, including unreported absenteeism and suspected ghost workers. Despite the findings, the attendance analysis verified an active workforce of **109** 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 (**100**) by staff were 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, 9 employees had no form of academic or professional qualifications, constituting 8.2% 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 National Housing Authority 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 National Housing Authority 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 National Housing 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 National Housing 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, National Housing Authority's policy and legal standards.

1.6 Promote Transparency and Institutional Integrity

- Objective: To support governance, accountability, and trust within the NHA'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 National Housing Authority's 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 National Housing Authority regarding its employees. The results of this investigation can be summarized as follows:

2.1 Personnel Verification Status of employees of the National Housing Authority

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 the month January 2026 of the National Housing Authority (NHA), revealed **118** employees, constituting **100%** of the total workforce from the original payroll.
- **A total of 109 (92.3%) employees of the National Housing Authority were successfully verified by the CSA team, excluding 3(2.5%) appointees, 1 employee was noted under the excuse ledger, and 5 (4.2%) unverified employees.**

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.

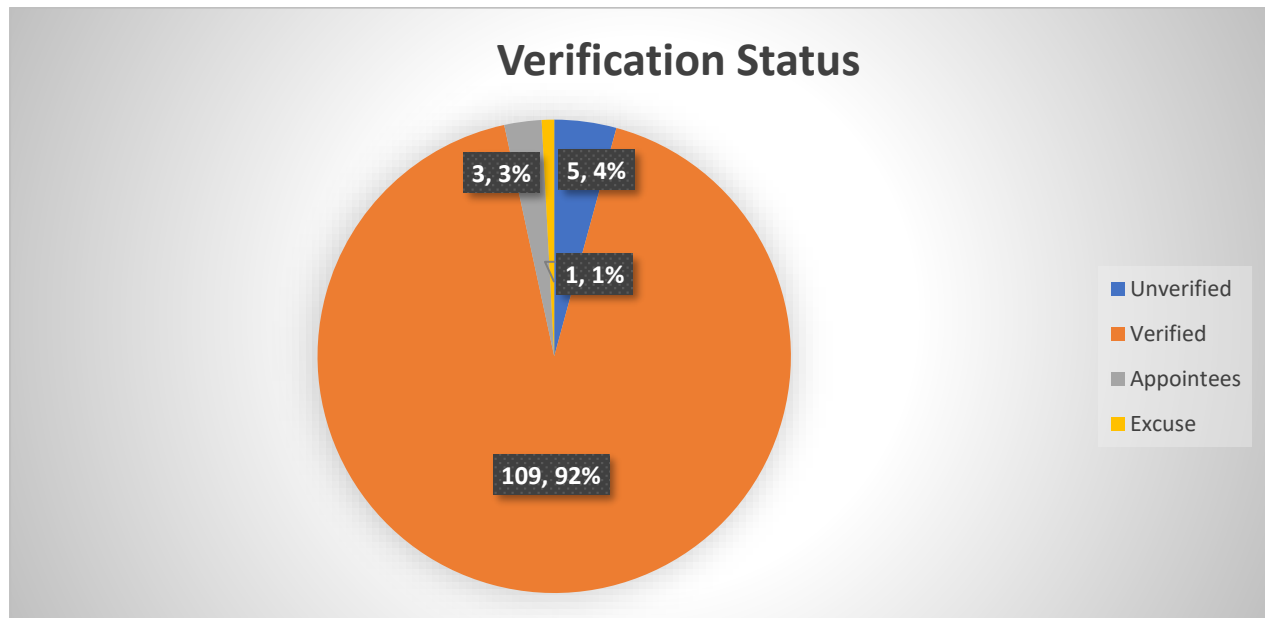
2.3 Redeployment

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

3.0 Verification Status of NHA's Employees

Figure 1.0 Verification Status of NHA



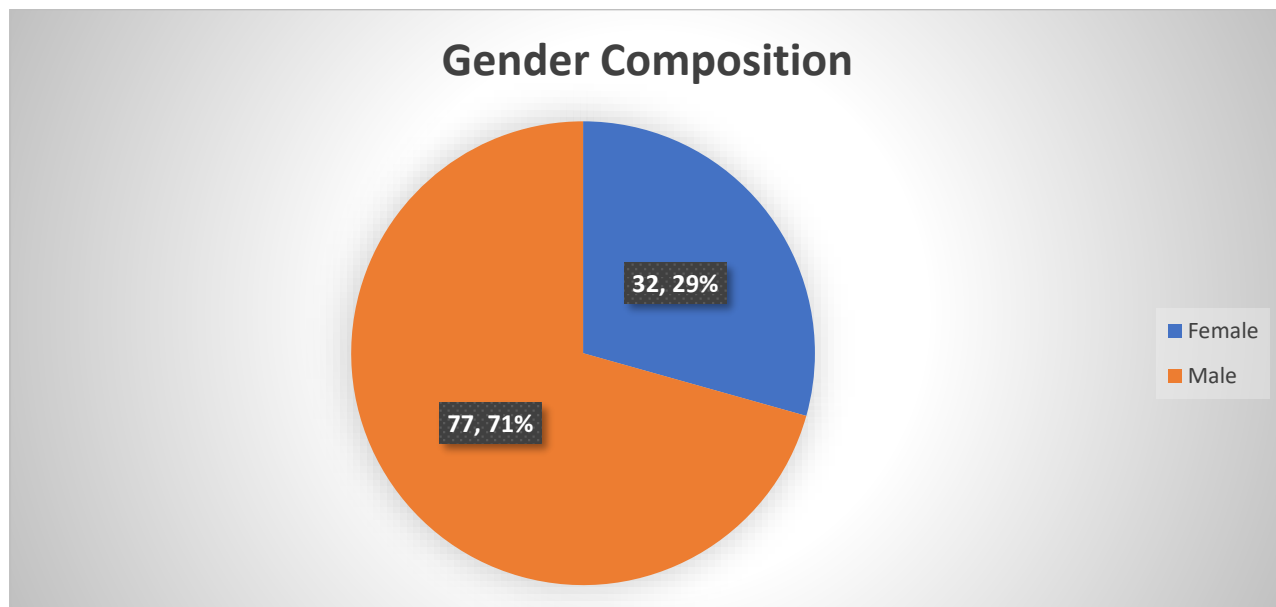
As per the figure 1.0 above, it indicates that out of the **total employees at National Housing Authority**:

- **109 (92%) employees were verified**, having physically appeared, record verified, and credentials presented during the verification exercise.
- **5 (4%) staff members unverified.**
- **1 (1%) staff members were excused, and out-station during the exercise.**
- **3 (3%) presidential appointees.**

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



The figure 2.0 above presents the gender composition of verified employees at the National Housing Authority. The graphs show that **32** employees were female, constituting **29%**, while **77** were male, representing **71%** of the aggregated workforce.

4.1 Overview of Gender Distribution

The workforce at the National Housing Authority consists of:

Table 1.0 Gender Disaggregation

Gender	Number of Employees	Percentage
Males	77	71%
Females	32	29%
Total	106	100%

Key Observations

1. Male Dominance:

- Males make up nearly **three-quarters (71%)** of the workforce.
- This indicates **gender imbalance** in staffing.

2. Female Representation:

- Only **29%** of the workforce is female.
- This suggests an underrepresentation of females in employment at NHA.

3. Gender Gap:

- There is a **42-person gap** between male and female employees.
- In percentage terms, males outnumber females by **42 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 NHA.

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 National Housing Authority.

5.1 Ensure Accurate and Updated Employee Records

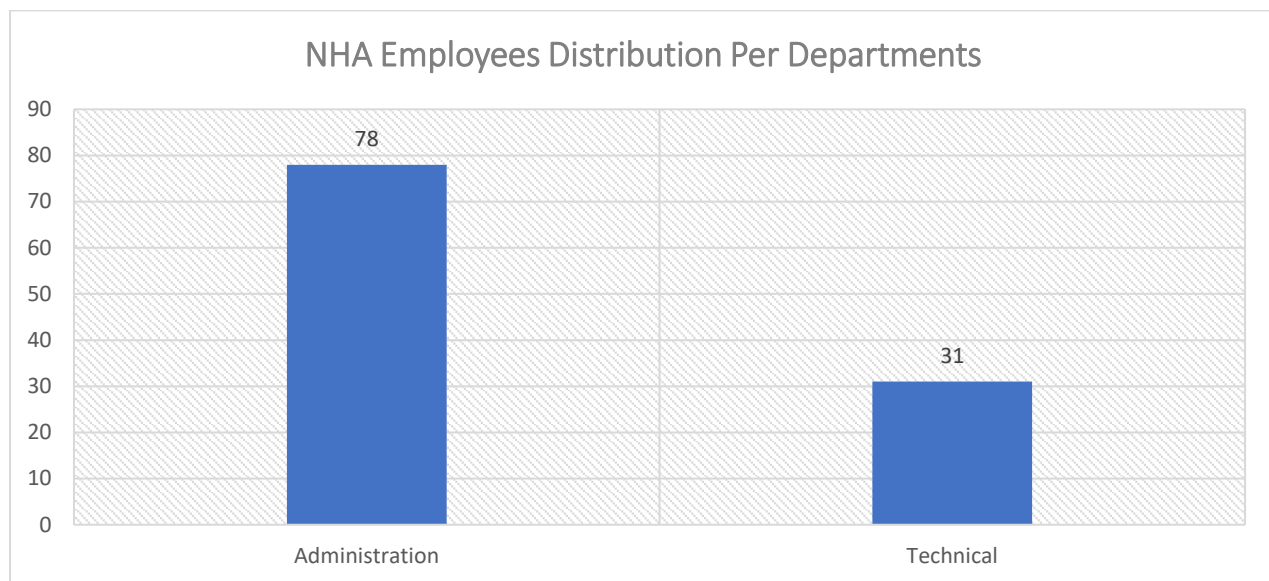
Approach:

- 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 verified employees)*



The graph above provides a visual representation of the distribution of staff members across various departments at the National Housing 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 has the largest staff, comprising **78** personnel: accounting for **71.5%**. This department demonstrate the highest staffing levels, reflecting their central roles in managing institutional operations and delivering core municipal programs. However, the Technical Services Department has **31** staff members, constituting **28.4%**.

6.0 Conduct Comprehensive Headcount and Attendance Analysis

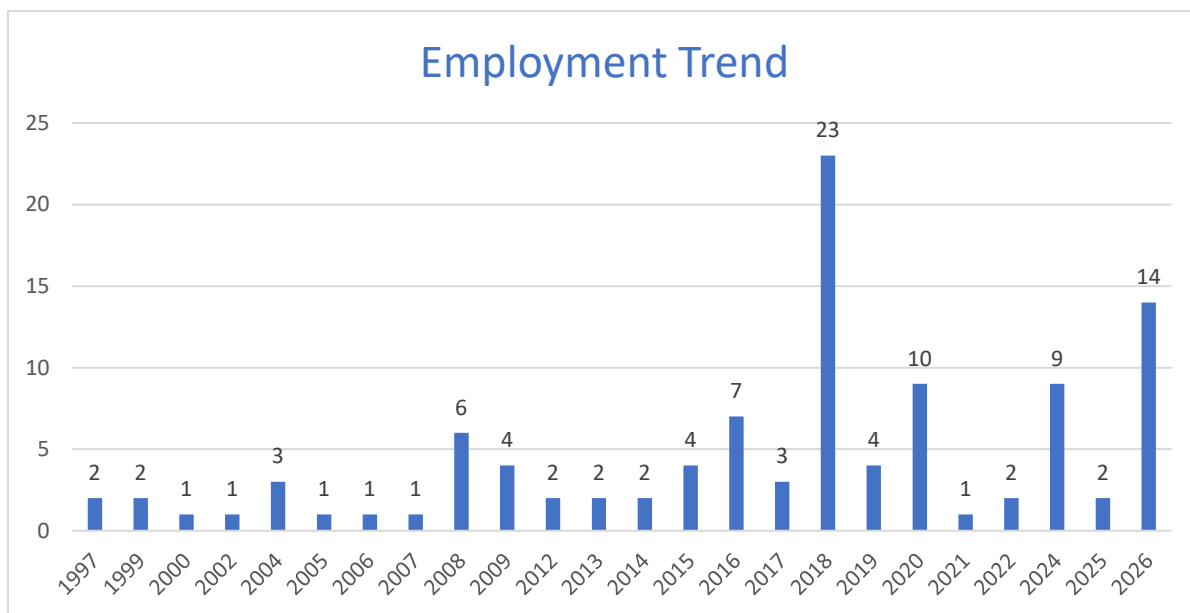
The comprehensive headcount and attendance analysis, along with personnel and credentials verification at the National Housing Authority was intended to verify, validate, log, and capture relevant employment data from NHA's employees. This process was conducted by using the following:

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.

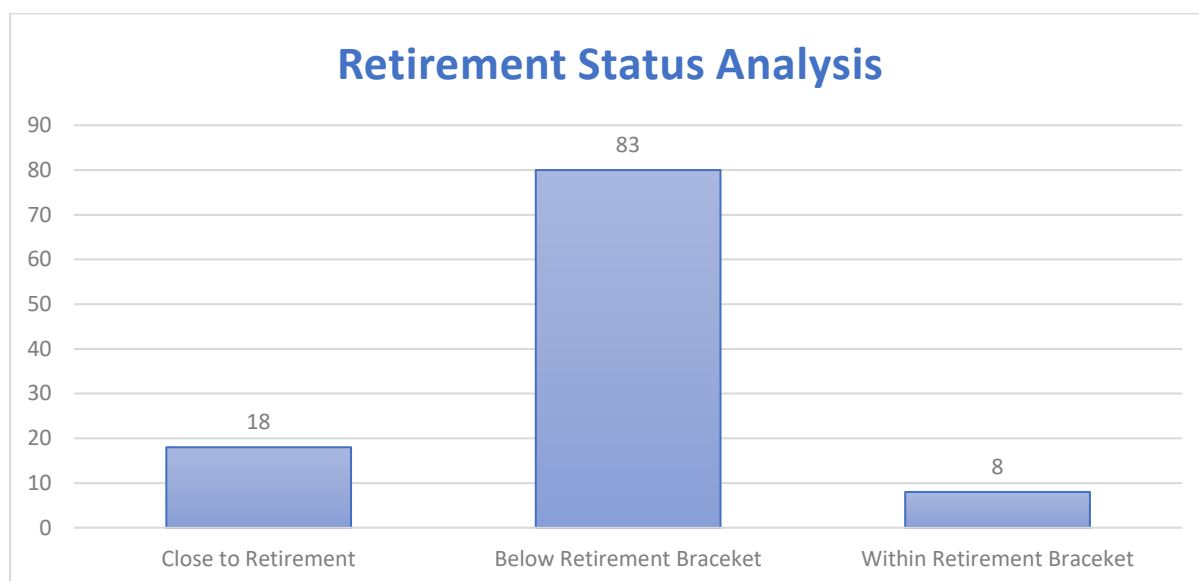
Figure 4.0 *Employment Trend*

Employment trend at NHA between 1997 to 2026



The figure above illustrates the temporal pattern of employment engagement within the NHA workforce. Accordingly, the graph indicates that between 1997 to 2008, 2015, 2016, and 2017, NHA employed the lowest number of employees ranging from 2 to 7. In furtherance, the distribution shows that the highest number of employments took place in the year 2018, with a staggering number of 23, followed by the year 2026 with a total staff of 14. The remaining years had a moderate employment ranging from 1 to 10 respectively.

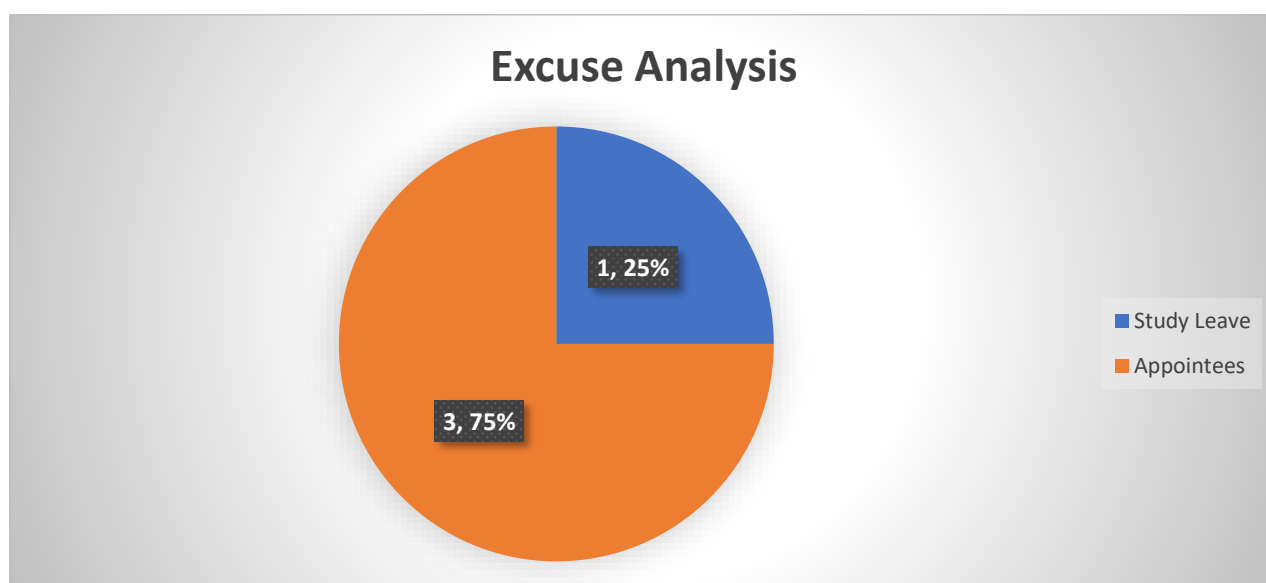
Figure 5.0 Retirement Trend at NHA



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 **83** employees which constitute **70.3%** fall below the 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, **18** employees are close to the retirement bracket (50 years - 59 years) constitute **15.2%**. A significant number of employees are approaching retirement age. **8** employees are within retirement age (60 years & above) 6.7%. The smallest segment represents employees who are currently in or beyond the typical retirement age.

Figure 6.0 Verification Status of Excused Employees at NHA



The graph above titled “**Excuse Distribution**” depicts the verification status of excused employees at NHA of the total **118** workforce strength of the National Housing 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:

- “**Excuse Distribution**” indicates that the chart shows the number of individuals categorized under different types of leaves and or excused absences.

1. Data Value

- **109 employees of the National Housing Authority were verified**, having physically appeared, record verified, and credentials presented during the verification exercise.
- **3 Presidential appointees of the National Housing Authority were captured during the exercise.**
- **1 employee were recorded on the National Housing Authority excuse ledger as out-stationed employees and excused staff.**
- **5 employees of the National Housing Authority were unverified**, listed under the “No Record” category. These individuals did not appear for the head count and credential verification, raising questions about their employment status, legitimacy, or current engagement with the National Housing Authority.

However, the data value for Figure 6.0 is broken down into the following:

- **Dead:** 2 deceased (unverified) staff member was still on January 2026 payroll.

2. Key Observations

- **Regular attendance dominates** the dataset.
- **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 NHA
- 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 NHA
 - MEMORANDUM of Understanding between the applicant and the NHA. **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 leaves of staff members said to be on leave.

Table 2.0: Attendance Analysis of Verified Employees
NHA

Attendance Penalty Analysis	
No Penalty (Regular)	26
Salary Deductions (3-6 days)	10
Suspension (7-13 days)	27
Dismissal (14 days & above)	46
Total	109

Figure 7.0: December 2026 Attendance

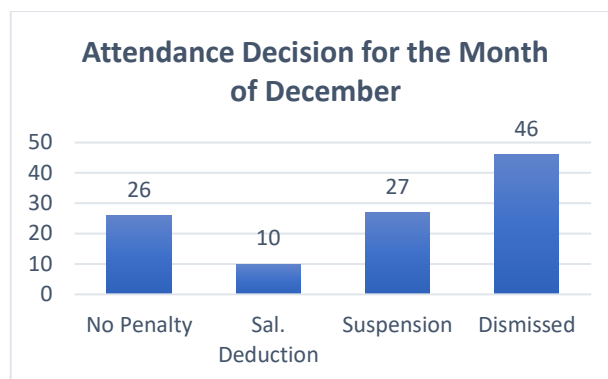


Figure 7.0 illustrates the attendance analysis at the National Housing Authority for the months of January, focusing on four key categories of attendance-related decisions: No Penalty, Salary Deduction, Suspension, and Dismissal. The data highlights both the distribution and trend of attendance performance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

Attendance Decision for the month of December 2025

During the month of December 2025, a total of **26** employees (**24%**) recorded satisfactory attendance and therefore attracted no penalty. This indicates that a significant majority of the workforce didn't adhere to the Authority's attendance policies. However, **10** employees (**9%**) were subjected to salary deductions due to attendance infractions such as short-term absences, **27** employees (**25%**) are expected to be suspended and 46 employees didn't show up to work for 14 days and above constituting 42% and recommended for dismissal.

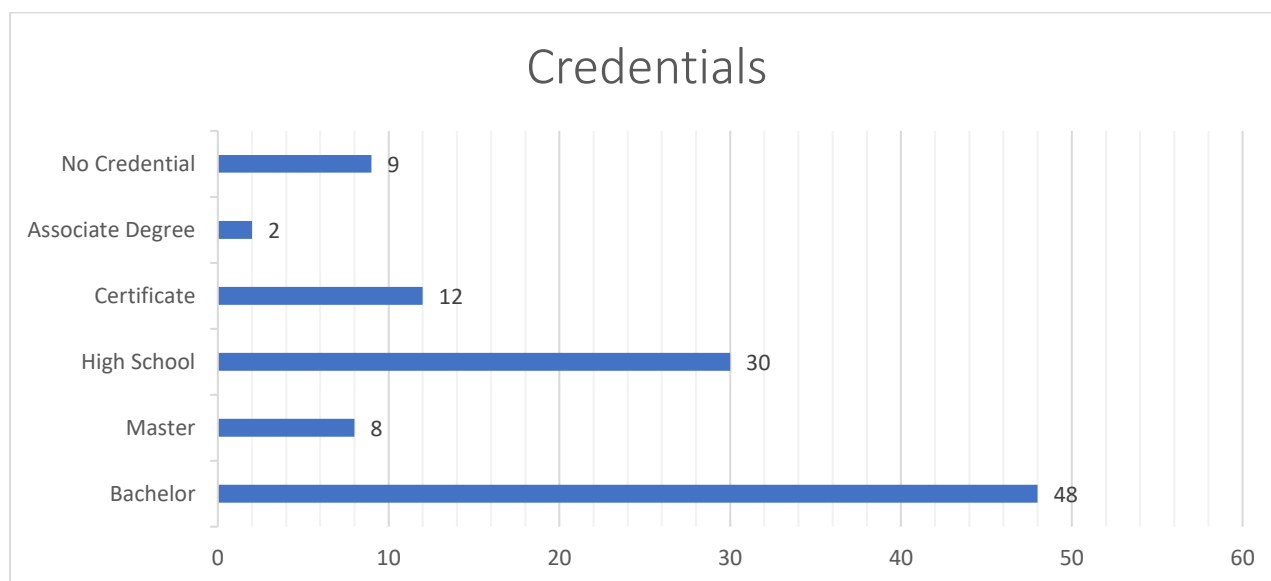
7.0 Authentication of Academic and Professional Credentials

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 NHA 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:

- The largest credential group is bachelor's degree holders **48**, indicating a moderate tertiary educational achievement level at NHA.
- A total of **8** staff members hold a master's degree at NHA.
- **12** staff members hold either a professional or vocational certificate or diploma.
- 2 staff members hold an associate's degree.

9 staff have no academic qualification, and **30 employees** 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 NHA.

Table 3.0 *Educational Qualification Categories and Observations*

Qualification Level	Count
Master's Degree	8 (7%)
Bachelor's Degree	48(44%)
Associate's Degree	2 (2%)
Professional/Vocational Certificate & Diploma	12 (11%)
High School Diploma	30 (28%)
No Credential	9 (8%)

- **High School:** A total of **30** staff members presented only high school diplomas, indicating that a majority have completed secondary education.
- **No Qualification:** A significant portion of **9** staff members have no formal educational qualifications, which may impact their employability and the institution's growth.
- **Bachelor's Degree:** **48** individuals possess undergraduate degrees, showing a significant level of tertiary education. The maximum level of educational attainment at NHA is a bachelor's degree.
- **Master's Degree:** A substantial number of **8** individuals have attained a postgraduate degree, indicating a good representation of highly educated individuals.
- **Professional and Vocational Training:** This category has **12** individuals, reflecting modest vocational or technical training.
- **Associate degree:** **2** staff members have obtained an associate degree at NHA.

Implications:

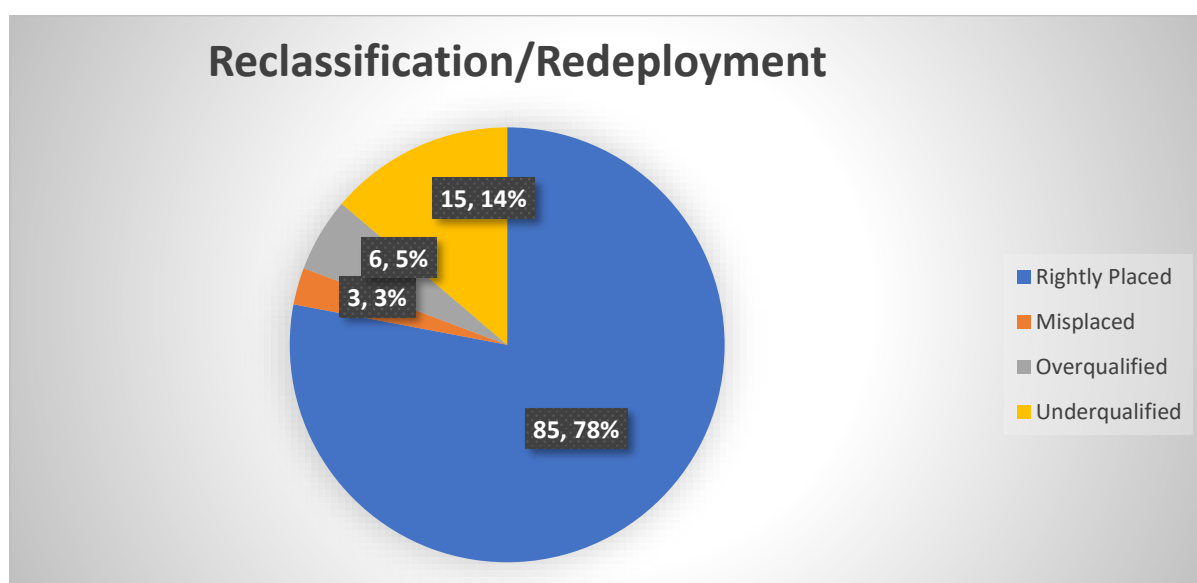
The aggregation of individuals with only a high school education or no qualification at all suggests a potential skills gap in the workforce. Efforts to improve access to higher education, technical certification programs, and adult education may help elevate the qualifications and capacity development 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 National Housing 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 of NHA*



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.

Table 4.0 *Placement Categories of Staff*

Placement Category	Count
Rightly Placed	85
Overqualified	6
Underqualified	15
Misplaced	3
TOTAL	109

Observations

- Rightly Placed staff dominate (85 staff members), suggesting overall alignment with qualification attained.
- However, 24 individuals 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 National Housing Authority's 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 National Housing 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 Employment Services 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 each individual (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

- 109 staff members physically verified from an original payroll list of 118 staff members.
- 5 suspected ghost employees were flagged and recommended for removal, as they did not show up for the exercise.
- 1 staff member excuse were accepted, staff on sick leave and study leave need to be verified to prove their legitimacy.
- 24 recommended staff members to be reclassified or/and redeployed in line with their duties and qualifications.
- 24 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 National Housing Authority.
- 8 employees of the National Housing Authority are within the retirement range set by the government of Liberia (60 & above)

11.0 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 NHA.
- Sample size: The sample size may not be sufficient to generalize the findings to the entire employees.

12.0 Optimizing Staff Deployment Based on Qualifications and Needs

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

The presence of **9 staff members with no credential** and **30 with only high school diplomas** require 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 National Housing Authority 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.

14.0 Recommendations

Immediate Actions Based on Critical Findings

- The 5 unverified staff that comprises of: out stationed staff, and staff that were on leave during the exercise **MUST** be verified to determine potential ‘Ghost’ and to bring closure to the process.
- The **24** staff members **Must** be reclassified or/and redeployed, suggesting their qualifications or job functions required reassignment to more suitable positions.
- The **9** staff members with no degree and **30** 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 **10** employees were absent for 3–6 days in December. Their salaries **Must** be prorated consistent with the Human Resource Policy Manual. We recommend salary deductions.
- That the **8** employees within the retirement bracket be transitioned to the NASSCORP pension scheme through the CSA in keeping with law.
- The **2** deceased employee after three months starting from the date of death must be remove from the GoL payroll. The CSA has taken note of that.
- A total of 27 staff members were missing between 7 and 13 days in December. They **MUST** be suspended and the CSA notified of their suspension for payroll action.

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.

15.0 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 Underqualified 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