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STATE OF CALIFORNIA

EDMUND G. BROWN JR., Governor

CALIFORNIA STATE PERSONNEL BOARD
801 CAPITOL MALL • SACRAMENTO 95814

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PROJECT FOR CIVIL SERVICE DEVELOPMENT

GOVERNMENT OF LIBERIA

Work Plan

and

Quarterly Report Q - 16

July 1, 1978 - September 30, 1978

A cooperative effort between the Civil Service Agency of Liberia and the California State Personnel Board.

SUMMARY OF MAJOR ACTIVITIES

I. CLASSIFICATION

Personnel Action Notices implementing the Administrative Classification and Pay Plan were received from seven Ministries/Agencies during this quarter.

A Cabinet Committee established to review the Fiscal and Professional Classification Pay Plan met during this quarter and reached essential agreement on the proposal. The Committee asked that the Civil Service Agency review the placement of proposed classes in salary ranges in the light of recently approved salaries in the Fiscal Year 1978-79 Budget. They also asked that additional classes be created to describe certain professions which had not been included in the proposal due to lack of data. This work has been completed.

A committee chaired by the Minister of Planning and Economic Affairs was established to review the General Category Classification and Pay Plan. No meetings of the committee have been held as yet. A distribution of copies of the report to committee members was made to facilitate the review.

II. SALARY ADMINISTRATION

The initial steps in the second annual salary survey process were taken during this quarter. A schedule was prepared for developing the information for the other components of the process leading to salary recommendations to the President in February 1979.

III. SELECTION

New tests were constructed for Audit Technician classes at the Ministry of Finance and work was begun on tests for Journalists at the Ministry of Information, Cultural Affairs and Tourism.

A review of five examinations was undertaken to identify deficiencies in existing tests. The process revealed shortcomings that are being corrected and has resulted in the establishment of a regular program of test review and quality control.

Special recruitment and examination requests for high level positions in two Ministries were received. An examination for Director of Administration was completed and an examination for Director of Procurement is currently underway.

IV. ROSTER AND TRANSACTIONS

An additional 1,265 roster cards were prepared bringing the total in the Roster to 17,520.

V. PARTICIPANT TRAINING

Five students completed their master's degree programs at California State University in Sacramento. Four returned to Liberia and have been assigned to positions at the Civil Service Agency. One student did not return because of health reasons. She will receive additional training at the State Personnel Board and is expected to be able to return to Liberia in November or December.

The final two participants were admitted to regular status as graduate students.

VI. BOARD OF APPEAL

The Board of Appeal disposed of four more cases during this quarter. The Board Chairman has requested the President to name persons to fill two current vacancies on the Board.

A seminar to publicize the grievance procedure was conducted for Ministry/Agency officials.

VII. STAFFING

Steven Phillips and family and Walter Rawlins and family departed the post in July.

QUARTERLY REPORT

July 1, 1978 - September 30, 1978

I. CLASSIFICATION AND PAY

Administrative Classification and Pay Plan

We received and approved seven consolidated PANs implementing the allocations to Administrative classifications. Three others were received but returned to the originating Ministries for corrections. This represents about 50% implementation of the Administrative Plan. Despite follow-up visits by the staff and offers of assistance, progress in implementing continues to be slow. Another exercise in recasting the Fiscal Year 1978-79 Budget which took priority with Ministry officials was a major cause for the delay in working on the Administrative implementation.

Fiscal and Professional Classification and Pay Plan

The Committee assigned to review this proposal did not meet this quarter until September despite the repeated urging of the Director-General of the Civil Service Agency. When the Committee did meet the following questions were raised: (1) why did not the proposed plan use the International Standard Classification of Occupations systems as the basis of classification; (2) why were some professional classifications omitted from the proposal; and (3) to what extent did the salary proposals need to be changed to reflect changes in salaries approved in the new Fiscal Year 1978-79 Budget? The first question resulted in a rather lengthy discussion on the uses of a classification plan in a personnel system (as distinguished from a data gathering system), the process by which the proposed plan had been developed and the deficiencies of the ISCO approach in terms of the needs of an operating personnel system. Our viewpoint on that question was eventually understood and accepted by the Committee. On the second question, we pointed out that specifications were prepared only when we had received job information through either questionnaires or interviews. Nevertheless, the Committee directed that classifications be developed for additional occupations, most notably Economists and Educators. On the last question, we agreed to review the approved budgets to identify the impact of any changes in salaries on the proposed placement of classes in the salary structure. The additional work has been completed and submitted to the Committee for its consideration.

General Classification and Pay Plan

A Cabinet Committee to review the proposed General Category Classification and Pay Plan has been appointed by the President. The Committee is under the chairmanship of the Minister of Planning and Economic Affairs. However, the Committee has yet to meet. We have requested the Committee chairman to call a meeting as soon as

possible. We supplied the Minister with extra copies of the report to be distributed to other Committee members in order to facilitate their review of the proposal.

Ministry of Education Assistance

During the quarter, the staff of the Civil Service Agency met with a committee chaired by the Deputy Minister of Education to consider a proposed compensation plan for teachers and educational administrators. We have completed our analysis of the proposal and developed an alternative plan which has been presented to the Deputy Minister for her consideration.

In connection with the Civil Service Agency's assistance to the Ministry of Education's reorganization efforts, we continued to conduct job audits of positions in the reorganized structure of the Ministry. Civil Service Agency staff met several times with the Minister of Education and his Deputies to review completed duty statements and finalize them; but the progress of the entire exercise has somewhat slowed down and a special committee was consequently set up to review the work that had been done thus far and come up with a statement of understanding that will specifically state what each participating institution would be expected to do and at what time it ought to be completed. We have written and submitted our statement to the special committee.

Review of Audit Positions at the Ministry of Finance

In keeping with the request made by the Ministry of Finance for the Civil Service Agency to study their auditing positions to determine (a) whether they are professional or subprofessional; (b) what the appropriate salary level should be for the positions; and (c) what type of examination should be developed for their work, 25 interviews were conducted and job descriptions written and sent to the Chief Auditor of Finance for her comments and views. We received her views and incorporated them into the final draft which has been approved by the Director-General of the Civil Service Agency. Specifications had been drafted and salary recommendations for each classification have been formulated. The Examination Construction Unit has been drawing up the appropriate examinations.

Compensation

The administrative and clerical salary schedule was adjusted to reflect the existing pay levels in the various ministries and agencies for senior and principal level positions and those requiring a master's or a doctorate degree. The Director-General of the Civil Service Agency has approved this change and it has been mimeographed for circulation. The new salary placement reflects the changes made in the Fiscal Year 1978-79 Budget.

The identification of firms for the salary survey and other preliminary steps were completed during this month. Letters soliciting cooperation will be sent to the firms in early October.

II. SELECTION

Test Development

The test development team completed work on the Audit Technician examination. The test is the first in a series of six examinations being developed for Auditors in the Ministry of Finance. Work on other examinations in the series is continuing.

Our Test Development Unit and the Classification Division have been working together with officials of the Ministry of Information to classify and develop examinations for Journalists. Examinations scopes (three in number) have been developed for all classes of Journalists identified during our meeting with MICAT officials. The Unit is developing items on the nontechnical segments of the test while the more technical segments have been turned over to a consultant for his input.

The Test Development Unit recently completed a review of five examinations currently used in civil service testing. The purpose of the review was to identify possible typographical errors and discrepancies in test development technique which may have been overlooked during the original development of the examinations.

We found, in general, that several keyed answers are incorrect, some distracters are too weak, words are misspelled, and some keyed answers are tipped off by poor test development techniques (three and one splits). A detailed account of our findings has been submitted to the Director of Selection for his attention.

The number of errors found in these five examinations suggest that this exercise should be extended to all our examinations currently used in civil service testing. Such a move would help to ensure equitable evaluations of the public which is subjected to our examinations.

Special recruitment and examinations efforts were conducted for high level positions at the request of two ministries. The first was for Director of Administration and the second was for Chief of Procurement.

Test Statistics

During the quarter, 1,080 persons were tested for employment slightly more than the number for the preceding quarter, 1,092.

Statistics for tests administered in this quarter are as follows:

TABLE 1
TESTS ADMINISTERED (LIBERIA)
July 1, 1978 - September 30, 1978

<u>Test Title</u>	<u>Number of Candidates</u>	<u>Number Passing Written</u>	<u>Number Passing Performance</u>	<u>Number Retaking Performance</u>	<u>Number Passing Retest</u>	<u>Number Eligible</u>
Executive Secretary	11	4	5			1
Secretary	91	67	25	18	8	20
Senior Clerk Typist	97	72	46	2	2	39
Clerk Typist	165	65	20	38	12	17
Clerk II	25	10				9
Clerk I	51	27				27
Supervising Clerk	17	12				12
Senior Clerk	48	33				33
File Clerk	111	42				42
Senior Account Clerk	2	2				2
Account Clerk	77	30				30
Senior Survey Interviewer	8	5				5
Survey Interviewer	37	17				17
Accountant	7	5				5
Senior Accounting Technician	8	5				5
Accounting Technician	68	14				14
Computer Operator	14	11				11
General Administrator	38	19				19
Special Assistant	4	2				2
Assistant Statistician	2	1				1
Law Enforcement	88	32				32
Hospital Administrative Aide	2	1				1

<u>Test Title</u>	<u>Number of Candidates</u>	<u>Number Passing Written</u>	<u>Number Passing Performance</u>	<u>Number Retaking Performance</u>	<u>Number Passing Retest</u>	<u>Number Eligible</u>
Semiprofessional	10	7				7
Corporal (Law Enforcement)	44	18				18
Sergeant (Law Enforcement)	46	22				22
Assistant Adminis- trative Officer	2	0				0
Professional Supervisor	1	1				1
Senior Adminis- trative Officer	1	1				1
Assistant Staff Analyst	1	0				0
Staff Analyst	1	0				0
Economist	2	0				0
Correctional Officer	<u>1</u>	<u>0</u>	—	—	—	<u>0</u>
TOTALS	1080	525	96	58	22	407

Certification and Recruitment

During the quarter, the Certification Unit received approximately forty (40) different types of requisitions of vacancies from a majority of the ministries, agencies and bureau plus other autonomous corporations. The most difficult of these vacancies to fill were the Secretary vacancies. In some cases, we located a qualified applicant but the individual would either fail one portion of our examination or did not meet the requesting agency's needs. It was suggested that various business schools within the confines of Monrovia be visited in order for a thorough examination of their curricula so that if they need upgrading, we can make them up to par with our standards. This might also assist to reduce the number of failures we obtained from weekly test results. We have also written 75 letters to the few eligibles of various classes to come in and register for desired jobs. In addition, we are still encountering difficulties in assigning personnel to the correct tests for the jobs they perform. This problem is partly due to the personnel officers' lack of knowledge about completing a duty statement form. Even though a seminar was held concerning the proper completion of these forms, and a booklet was given out, it appears that all information had been discarded. Therefore, it is necessary for the analyst in charge of the various ministries to conduct a refresher course with these personnel officers.

Since we are now advertising two tests a week in order to assist in filling vacant positions and to eliminate the heavy backlog that previously existed, we need a quicker procedure whereby we can get results at the end of the week. At the moment, the results can be obtained at the end of the week following the week after the tests were held.

Plans have been made for recruitment to be conducted during the school's career days in order to indicate some of the benefits of working for the Government to the graduating class. The Deputy Director advised that Dr. Smith, at the Ministry of Education, is exploring the possibility for us.

III. ROSTER AND TRANSACTIONS

An additional 1,265 roster cards were prepared, bringing the total in the Roster to 17,520.

IV. PARTICIPANT TRAINING

Five students completed their master's degree training programs at California State University in Sacramento. Four returned to Liberia and were assigned to work at the Civil Service Agency. Amelia Wreh, Isaac George and Ben Johnson were assigned to work in Classification and Pay and William Allen was assigned to work in the Test Development Unit.

One student did not return because of medical reasons. She will remain in Sacramento. A plan was devised with the concurrence of AID/L for her to receive additional on-the-job training at the State Personnel Board. She is expected to return to Liberia in November or December.

The final two participants, Augustus Weh-Dorliae and McDonal Reed, were admitted to regular status as graduate students at the beginning of the fall semester.

V. BOARD OF APPEAL

The Board of Appeal disposed of four cases, including two appeals from dismissals. In both cases, the Board concluded that they were procedurally irregular and lacked sufficient justification to warrant dismissal. Both ministries were advised to reinstate the dismissed employees with back pay to the date of their dismissals.

A seminar was held for all ministries' and Agencies' Personnel Directors to acquaint them further with the provisions of leave regulations and the grievance procedure. Almost all ministries and agencies were represented.

Since Dominic Tarpeh, the Senior Civil Servant member of the Board has left for further studies abroad, the Chairman of the Board advised the President of the vacancy and requested that he appoint a replacement. He will also request a replacement for Counsellor Weeks who is also unavailable to continue to serve on the Board.

VI. MISCELLANEOUS

Public Information

An article describing the Civil Service Agency and the Civil Service Development Project was published in the August edition of OUTLOOK Magazine.

Two newspaper articles on Civil Service also appeared during the quarter. One dealt with the selection program and one described the Civil Service Agency's involvement in county administration and its offer of assistance to County Superintendents in solving personnel problems. (Following the meeting with County Superintendents, three staff members were dispatched to Cape Mount and Lofa Counties and River Cess Territory to provide assistance to the Superintendents.) In addition, Dr. Mitchell appeared on the television program "Meet the Press", to answer questions about the Civil Service Agency and the Civil Service Development Project.

Project Staffing

Walter Rawlins and family departed the post on July 5 at the conclusion of his tour.

Steven Phillips and family departed the post on July 16 at the conclusion of his tour.

For the remaining period of the contract, Charles Walter will be the sole Civil Service Development Project contract staff member.

CSA Staffing

The Civil Service Agency reorganization plan was implemented during this quarter with Hanna Travers becoming the Director of Leave, Retirement and Pension; Lasanah Kromah the Director of Classification and Pay; and Alfred Konuwa the Director of Selection. The new organization is working smoothly.

WORK PLAN FOR NEXT QUARTER

I. CLASSIFICATION AND PAY

The Administrative Classification and Pay Plan will be implemented.

The General Classification and Pay Plan will receive Presidential approval and implementation will commence.

The Fiscal and Professional Classification and Pay Plan will receive Presidential approval and implementation will commence.

The salary survey will be completed.

II. SELECTION

Test development will be completed and tests administered for the Journalist classes.

III. MISCELLANEOUS

One participant will return from the United States and begin working at the Civil Service Agency.

Plans for the final evaluation of the project and a draft of the Project Final Report will be completed.