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9. ABSTRACT

Reviews activities of the Liberian civil service from April to June, 1978. The report contains information on classification of staff, salaries, civil service tests, and staff training programs. A diagram illustrating the Liberian Civil Service's organizational structure is provided, as is the text of a proposed classification and pay plan for general Liberian civil service positions. This proposed plan specifies title, duties, salary range and qualification standards for a wide range of civil service positions involving the following types of work: plumbing, carpentry, masonry, electrical work, mechanics, painting, messengers, and drivers.

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72

PROJECT FOR CIVIL SERVICE DEVELOPMENT

GOVERNMENT OF LIBERIA

Work Plan

and

Quarterly Report No. Q-15

April 1, 1978 - June 30, 1978

AID/afr-C-1088

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

SUMMARY OF MAJOR ACTIVITIES

I. CLASSIFICATION

Administrative allocation lists were prepared and transmitted to all ministries. Follow-up visits were also made to all ministries by CSA staff.

A Cabinet Committee met and reviewed the Fiscal and Professional Classification and Pay Proposal. The Committee did not approve the Proposal, but asked for more time to study it. Approval is now expected by the end of July. Implementation of the plan had been scheduled for October 31; this date will be pushed back slightly now.

A Classification and Pay Plan was prepared for 32 classes in the General Occupational category and submitted to the President (Attachment C).

II. SALARY ADMINISTRATION

No project time was devoted to salary administration during this last quarter.

III. SELECTION

There was a significant increase in the number of candidates taking civil service tests (a 96% increase over the previous quarter).

A request was made to the President asking him to reconsider the decision to exempt college graduates from civil service testing. No word was received regarding this request; however, we established policy defining more specifically who is to be exempted and we developed several new tests to assure that the majority of persons entering Government or promoting within Government take written tests.

Work on development of tests for administrative classes was completed and work on development of tests for fiscal and professional classes was begun.

A promotional examination was held for Director level positions at the Civil Service Agency.

The "Examination Manual" was completed.

A training program for Personnel Officers on the recruitment and certification process was conducted.

IV. ROSTER AND TRANSACTIONS

An additional 495 roster cards were prepared, bringing the total number of cards in the roster to 16,265.

The Civil Service Agency internal procedures for processing PAN documents were revised to eliminate the problems that had occurred as a result of sending PANs to the Bureau of the Budget.

V. PARTICIPANT TRAINING

Four more students completed their school work at the California State University in Sacramento.

VI. BOARD OF APPEALS

The Board of Appeals heard the first two appeals filed with the Board.

VII. COMMODITIES

The offset printing press became operational.

VIII. MISCELLANEOUS

Dr. Mitchell appeared on a television program to discuss the Civil Service Development Project.

Approval was received for the Civil Service Development Project to be extended through February 28, 1979.

QUARTERLY REPORT

April 1, 1978 - June 1978

I. CLASSIFICATION

Clerical Occupational Family Classification and Pay Plan

As stated in the last quarterly report, we consider this Plan to be implemented. Seventeen of 21 ministries have submitted consolidated PAN documents to us and these documents have been processed through our Agency, the Ministry of Finance and the Budget Bureau.

Administrative Occupational Family Classification and Pay Plan

Allocation listings were prepared and sent out to all ministries and agencies, but no implementation PAN documents have been received by the Civil Service Agency. Follow-up visits were made during the quarter by our staff, but they found most ministry officials had been unable to devote attention to the administrative allocation listings because of the pressure they were experiencing in preparing the 1978-79 Fiscal Year Budget.

One additional class, Assistant Director, was established and added to the administrative category.

Fiscal and Professional Occupational Family Classification and Pay Plan

Late in April, we received a letter from the Executive Mansion in response to our inquiries indicating that a Cabinet Committee had been established to review this proposal. The Committee is under the chairmanship of the Minister of Planning and Economic Affairs and was established February 15, 1978. Through inadvertence, the Civil Service Agency was not informed of its establishment. Subsequently, the Director-General was added to the Committee and he attended both of the Committee meetings.

The target date for Presidential approval of this proposed Classification and Pay Plan had been May 31, 1978. This date has passed, however, and we still do not have Presidential approval. Few Committee members had read the Civil Service Agency report and few really understood the proposals. The Committee asked for more time to study the proposals and plans to meet again in July to finalize their recommendations to the President. It appears that the implementation date we had set for this Plan of October 31 will have to be pushed back slightly.

General Occupational Family Classification and Pay Plan
(Attachment C)

Group job audits were conducted and completed during this quarter. Over 100 individuals in a variety of mechanical, electrical and construction trades; drivers; and messengers were interviewed. A Classification and Pay Plan was developed which included 32 separate classes in 8 occupational areas. The Plan was submitted to the President and now we are waiting for the proposal to be assigned to a Cabinet Committee for review. We anticipate that this will occur in July.

Ministry of Education Reorganization Assistance

At the request of the Institute of Public Administration, which is providing assistance to the Ministry of Education in a major reorganization, the Civil Service Agency agreed to provide assistance in the preparation of duty statements for a number of their Monrovia positions. Approximately 50 job audits were conducted in June and approximately 20 duty statements prepared. Work will continue on this project into August.

Review of Audit Positions at the Ministry of Finance

The Ministry of Finance requested that the Civil Service Agency study their audit positions to determine (a) whether they are professional or subprofessional; (b) what the appropriate salary levels should be for the positions; and (c) what type of examination should be developed for this work. Interviews were begun during June, but not completed. It is expected that this study will be finished in July.

II. SELECTION

Test Development

In February, we were informed that the President had decided to exempt graduates of the University of Liberia and Cuttington College from civil service testing for entry-level positions. At that time, we asked the Acting Director of the USAID Mission in Liberia, Mr. Harvey Gutman, and the American Ambassador for assistance in asking the President to reconsider the decision. The Ambassador wrote a letter on our behalf to the Minister of State for Presidential Affairs, but we have not received a final reply. Informally, we have been told chances of the decision being reconsidered are small. We met with the Acting USAID Director to discuss the impact of this decision and alternatives available to us. A memorandum was prepared and submitted to USAID outlining the implications of the decision on the overall Civil Service Development Project (Attachment A) and a memorandum was prepared and approved by the Director-General of the Civil Service Agency clarifying who is to be exempted from testing and under what circumstances.

In essence, our new policy states that the exemption is to be applied only to "college entry" level positions. Persons in Government who wish to promote above the "college entry" level, or persons outside of Government wishing to enter above the "college entry" level will be required to take a civil service examination.

Three new tests were prepared to carry out this policy: a technician aptitude test, a professional supervisory aptitude test, and a professional managerial aptitude test.

Work on development of tests for some of the fiscal and professional classes was begun. CSA staff met with several ministry Personnel Officers, identified test consultants and conducted some job interviews during the quarter. Several tests are substantially complete and several others are under way.

In addition to these tests, a promotional examination was conducted for Director level positions at the Civil Service Agency. The test consisted of a written test (which we developed specifically for this examination) and an oral interview. Seven of the professional staff at the Agency competed in the examination.

The Examination Manual has been completed. It has 20 sections covering all aspects of selection: policies, current procedures, theory, etc. It is being reproduced for distribution to all professional staff. This Manual will also be included in the larger Agency Procedures Manual.

One memorandum was prepared and distributed to ministries describing the contents of all the civil service tests; another was prepared and distributed announcing the reopening of testing for File Clerk; and, another was prepared describing in detail the evolution of the selection program since the Project Team began its work in Liberia - the objectives, accomplishments, and the needs of the future.

Test Statistics

During this last quarter, the number of candidates tested for civil service positions in Monrovia increased significantly, from 556 to 1092 (an increase of 96%).

We do not know exactly what accounted for this sudden jump in test applicants, but we believe it reflects an increasing awareness on the part of Government officials and employees that they must take and pass our tests to gain civil service status. Without this status, such benefits as promotions, salary increases, leave and appeal rights are not permitted.

We are now testing twice a week on a regular basis, and will give special testing sessions for ministries upon request. So far, only the Ministries of Finance and Planning have taken advantage of this offer, but we expect more ministries will in the near future.

As noted, there were 1092 candidates for civil service tests in Monrovia this last quarter. Of this number, 228 were tested at special testing sessions for the Ministry of Finance.

The Law Enforcement Aptitude test was given to 84 applicants and the Correctional Officer test to 25 applicants. In addition, 189 persons were tested in Greenville, Harper, and Robertsport.

Statistics for all tests administered during this quarter are provided in the following tables:

TABLE 1
 TESTS ADMINISTERED (MONROVIA)
 April 1, 1978 - June 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	12	6	7	-	-	4
Secretary	86	51	19	16	4	21
Senior Clerk Typist	89	67	51	11	10	54
Clerk Typist	157	51	26	30	12	24
Supervising Clerk	11	7	-	-	-	7
Senior Clerk	35	22	-	-	-	22
Clerk II	64	26	-	-	-	26
Clerk I	298	127	-	-	-	127
File Clerk	49	20	-	-	-	20
Senior Account Clerk	8	5	-	-	-	5
Account Clerk	43	13	-	-	-	13
Computer Operator	2	0	-	-	-	0
Senior Survey Interviewer	4	4	-	-	-	4
Survey Interviewer	15	8	-	-	-	8
Senior Accounting Technician	4	0	-	-	-	0
Accounting Technician	71	22	-	-	-	22
Administrative Technician	25	14	-	-	-	14
Accountant	5	3	-	-	-	3
Assistant Statistician	5	2	-	-	-	2
Statistician	1	0	-	-	-	0
Assistant Analyst Level	9	3	-	-	-	3
Director Level	1	1	-	-	-	1
Senior Analyst Level	2	1	-	-	-	1
Semiprofessional Aptitude Test	3	2	-	-	-	2

<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>
Professional Aptitude Test	2	2	-	-	-	2
Personnel Analyst	7	5	-	-	-	5
Police Officer	<u>84</u>	<u>45</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>45</u>
TOTALS	1092	507	103	57	26	435

TABLE 2
 TESTS ADMINISTERED OUTSIDE MONROVIA
 April 1, 1978 - June 30, 1978

<u>Test Title</u>	<u>Test Location and Number of Candidates</u>				<u>Number of Candidates</u>	<u>Number Eligible</u>
	<u>Greenville</u>	<u>Harper</u>	<u>Robertsport</u>	<u>Zwedru</u>		
Secretary	2	3	1	0	6	0
Senior Clerk Typist	0	1	2	0	3	1
Clerk Typist	9	2	3	0	14	0
Senior Clerk	2	4	0	0	6	4
Clerk II	3	5	1	0	9	3
Clerk I	25	93	20	0	138	53
File Clerk	2	0	1	0	3	1
Account Clerk	2	0	2	0	4	1
Accounting Technician	1	1	2	0	4	1
Administrative Technician	0	0	2	0	2	1
Correctional	<u>0</u>	<u>0</u>	<u>0</u>	<u>25</u>	<u>25</u>	<u>25</u>
TOTALS	46	109	34	25	214	90

Certification and Recruitment

A training program for Personnel Officers on how to fill vacant positions and write Certification Request and Position Duty Statement forms was held as scheduled. Fifteen ministries were represented at this one-day session.

Five hundred and fifty-five PAN documents were reviewed during the quarter. In addition, allocation listings for persons in administrative positions in all ministries were checked to determine if the people on these listings had taken and passed appropriate civil service tests.

Special recruitment efforts were conducted for Administrative Assistant and Secretary positions and 51 persons were referred to ministries to fill vacant positions in a variety of positions.

III. ROSTER AND TRANSACTIONS

An additional 495 roster cards were prepared this quarter, bringing the total to 16,265.

The Civil Service Agency went back to the original process of retaining a copy of the PAN document before it is forwarded to the Budget Bureau because of the backlog created last quarter. We are now able to abstract information from PANs for the roster on a flow basis and do not anticipate further problems in this area.

IV. PARTICIPANT TRAINING

Four students - William Allen, Isaac George, Ben Johnson and Amelia Wrah - completed their studies at the California State University in Sacramento in June and are expected to return to work for the Civil Service Agency in July.

With regard to the admission of McDonal Reed and Augustus Dorliar as classified students, we learned neither scored well enough on the Graduate Record Examination Test to gain classified status. However, both did well in their course work at the University this last semester and the Dean is allowing them to take graduate courses this summer. Assuming that they do well this summer, we expect they will be admitted as classified students in the fall.

V. COMMODITIES

The offset printing press had finally become operational. Three employees have been trained to use and care for the machine and we are now printing some Civil Service Agency materials. (It should be noted that it took one year from the date of purchase until the time we were able to get all the pieces and supplies for this machine and get it working properly!)

VI. MISCELLANEOUS

Board of Appeal

On May 12, 1978, the Examining Committee of the Board of Appeal heard the first two appeals filed with the Board. One case was dismissed as not raising an issue under the jurisdiction of the Board. In the second case, the Committee recommended that the appellant's salary be restored to the same level as before he was transferred.

The Board of Appeal met on May 25 and confirmed the dismissal of the first appeal. However, the Board received additional information from the ministry on the second appeal and directed the Examining Committee to rehear the case in the light of the new information.

One other appeal was to be heard at a Board meeting in June, but the appellant did not show up.

A memorandum was also prepared describing how appeals should be handled from civil servants who work outside Monrovia in the counties.

Public Information

Dr. Mitchell and Dr. J. Bernard Blamo, Minister of Education and Chairman of the Appeals Board, appeared on a one-hour long television program. They discussed the Civil Service Development Project and the Board of Appeal.

A magazine article on the same subject was prepared and submitted for publication.

GOL

The General Services Agency Nutrition Center finally moved out of our office space. As a result, and in conjunction with the slight reorganization, several people and/or sections moved into new office space.

CSA Staffing

Three persons will be promoted to first level supervisory positions July 1: Lasanah Kromah will be appointed Director of Classification and Pay; Hanna Travers, Director of Leave, Retirement and Pension; and Alfred Konuwa, Director of Selection. A reorganization plan was developed and approved and will be implemented to reflect establishment of these supervisory positions at the Civil Service Agency (Attachment B).

Project Contract Extension

Approval was received for the Civil Service Development Project to be extended through February 28, 1979, for a one-person team in Liberia and through December 31, 1979, for the last two students at the University.

Project Staffing

Charles Walter and family left post June 22 for R&R and will return on July 20; Walter Rawlins and family will depart post on July 5 and Steven Phillips and family will depart post July 16. Both Walter Rawlins and Steve Phillips have completed their tours of duty.

WORK PLAN FOR NEXT QUARTER

I. CLASSIFICATION

The Administrative Classification and Pay Plan will be implemented.

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

The General Classification and Pay Plan will receive Presidential approval.

A review will be made of how well the Clerical Classification and Pay Plan is working and changes will be recommended if and where necessary.

II. SELECTION

Work will continue on development of tests for fiscal and professional classes. Several will be completed in this quarter.

III. ROSTER AND TRANSACTIONS

The backlog created by the Budget Bureau not returning PANs to the Civil Service Agency will be eliminated.

IV. MISCELLANEOUS

Five participants will return from the United States and begin working at the Civil Service Agency.

First level supervisory positions will be established and filled. A new organizational structure will be created and made operational.

M E M O R A N D U M

TO: Harvey Gutman, Acting Director, USAID

FROM: Charles Walter

SUBJECT: Effect on the CSD Project of the Decision
to Exempt from Testing UL and Cuttington
Graduates Entering the Civil Service

DATE: May 22, 1978

1. In view of the apparent decision by GOL not to reopen or reconsider the decision to exempt UL and Cuttington University College graduates from testing for entry into the civil service, it is appropriate to consider the impact of that decision on the Civil Service Development Project. In the PROP, seven goals for the CSDP were specified. One was to develop improved selection processes for the Civil Service. All of these specific goals were subsets of the ultimate purpose of the project which is to improve the effectiveness of the Liberian Civil Service so that it can carry out the national development tasks the government has undertaken. From that perspective, certain of the seven project goals have greater importance and priority. Among these more important goals is improved employee selection. From that standpoint, the continued exemption of UL and Cuttington graduates seriously undermines that goal.
2. As has been pointed out elsewhere,¹⁾ the exemption presents more of a qualitative than a quantitative problem. We estimate that no more than 15% of new hires in any year would be affected by the exemption. (Presently, approximately 22% of the civil service is exempted from testing by law, the General Category employees. With the exemption of college graduates, this would rise to about 35%. Testing would continue to apply to all clerical positions, subprofessional positions, technical and administrative positions above the entry level and for all promotional appointments.)

However, the exemption ^{applies} to those positions that are the port of entry for technical and administrative personnel, those employees who will be the backbone of the Civil Service and the source of its future leaders. Because of the importance of this group to the Civil Service it is vital that the highest standards for selection be maintained. This is true in any personnel system just to maintain the quality of the workforce. It is doubly true in Liberia where the government has set out on a conscious, concerted effort to raise the quality of the Civil Service, to eradicate the deficiencies that exist, and to eliminate those practices that have resulted in a work force that is unable to meet the heavy demands put upon it.

3. The effects of this exemption from testing are sufficiently serious as to raise a question about the sincerity of the government's desires to reform the Civil Service or, at least, the extent to which there was full understanding of the implications of the exemption decision. The exemption from testing means a return to the past practice in which agency heads had unfettered discretion in hiring college graduates. Although agency heads naturally enjoyed that patronage power, the consequences of that discretion are everywhere apparent. The PROP comments germanely and incisively on the necessity of the government's commitment to change that practice if civil service reform is to be achieved. "On the government's side the success of the civil service program and the project will depend much upon leadership support and GOL commitment to take difficult actions for public service reforms in the face of a long standing pattern of personalized administrations and many particularized interests and conflicts. An important continuing element in the project will be systematic efforts to reorient traditional thinking and to secure better understanding and support for merit system principles in the civil service program". The exemption decision is in basic contradiction to the commitment that was, and is, an indispensable precondition to the establishment of the project.
4. From the standpoint of the project the consequences of the exemption decision are that:
 1. the major aim of elevating the quality of the civil service has become much more difficult to achieve. This decision is clearly a serious set-back in the efforts to achieve that aim;

2. the specific goal of installing a merit selection system throughout the Civil Service (except the General Category) cannot be achieved;
 3. it inhibits further refinement of merit selection practices by preventing the requirement that the best available candidates be hired;
 4. it creates an anomaly in the selection system that weakens the merit principle by providing a precedent for exemptions for other categories of employment;
 5. the time spent on developing several tests is wasted;
5. At this date, the project has approximately nine months (including the six month extension) remaining before it concludes. The question arises whether or not the six month extension should take effect. The retrograde effect of the exemption decision cannot be countered by the additional six months work time. In fact, the work planned to be done during that time does not involve activities directly affected by the exemption decision. The additional time was to be devoted to other goals, namely, the development of staff, particularly with reference to management skills, and the completion of classification activities. The programmed time, thus, would not be wasted despite the exemption decision.
6. Of the eight project outputs, only one has been affected by the exemption decision, albeit one of the most important ones. Other outputs can be fully achieved and will contribute to the improvement of the Liberian Civil Service Agency. Continued efforts to insure that these outputs are achieved is warranted. Devoting additional time to strengthening the management capability of CSA and to completing the classification work is highly desirable from the standpoint of helping the CSA become a healthy, accepted and respected institution of government.
7. In conclusion, with respect to the exemption decision, I recommend that:
- a. the project goals and outputs be modified to reflect the impact of the exemption decision;

- b. the Civil Service Agency apply very tightly standards in the definition of promotion (which according to the Presidential decision will require examinations) in an effort to limit the positions affected to the smallest number;
- c. within two years, the Civil Service Agency submit a proposal to the President that would reopen the exemption issue and hopefully get it ~~revised~~; reversed;
- d. USAID support such a proposal in the interests of the original aim of the project.

With respect to the issue of whether or not the six month extension should go into effect, I recommend that despite the serious blow to the project's purpose caused by the exemption decision, the six month contract extension take effect in order to help institutionalize CSA further.

cc: Dr. John Payne Mitchell
State Personnel Board
Fred Hagel

COPY OF A COPY

ATTACHMENT B

To: All Employees
From: Dr. John Payne Mitchell
Director-General
Subject: Results of the Director examination

I am pleased to announce the appointment of Lasanah Kromah as Director of Classification and Pay; Hanna Travers as Director of Leave, Retirement and Pensions; and Alfred Konuwa as Director of Selection.

Effective July 1, 1978, there will be a reorganization to reflect the establishment of these supervisory positions at the Civil Service Agency. An organization chart is attached to show the changes.

I. Classification and Pay

All Classification and Pay staff will report to Mr. Kromah. He will be responsible for running the day to day classification program; for making assignments; making sure that work is performed correctly and on a timely basis; reviewing work and resolving problems; evaluating procedures and recommending improvements; and personally performing difficult work within this assigned program area.

All PAN documents are to be processed through Mr. Kromah. He in turn will forward them to me. Problems which were formerly brought to the attention of Mr. Lymas, such as what the appropriate class for a given job is, whether there is a need for a new class, or a disagreement between selection and classification staff should be referred to Mr. Kromah.

II. Leave, Retirement and Pensions

All Leave staff will report to Ms. Travers. She will be responsible for running the day to day sick leave and annual leave programs under the general direction of the Deputy Director; for making sure that work is performed accurately and on a timely basis; and evaluating leave policies and procedures and recommending improvements. She will review and make recommendations regarding how the Civil Service Agency can be involved in government retirement and pension programs, and will function as a Special Assistant to the Deputy Director performing a variety of special studies as required.

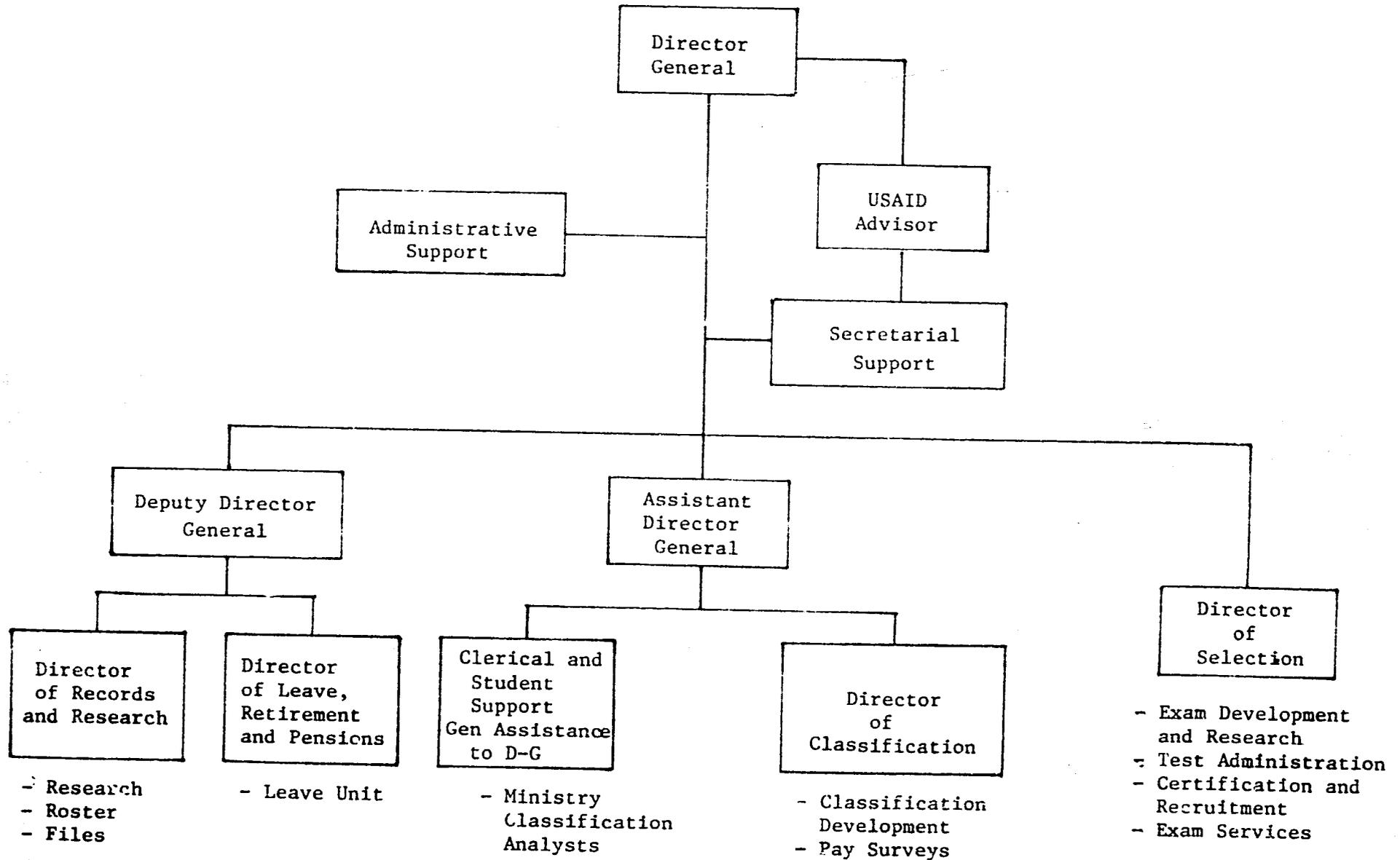
III. Selection

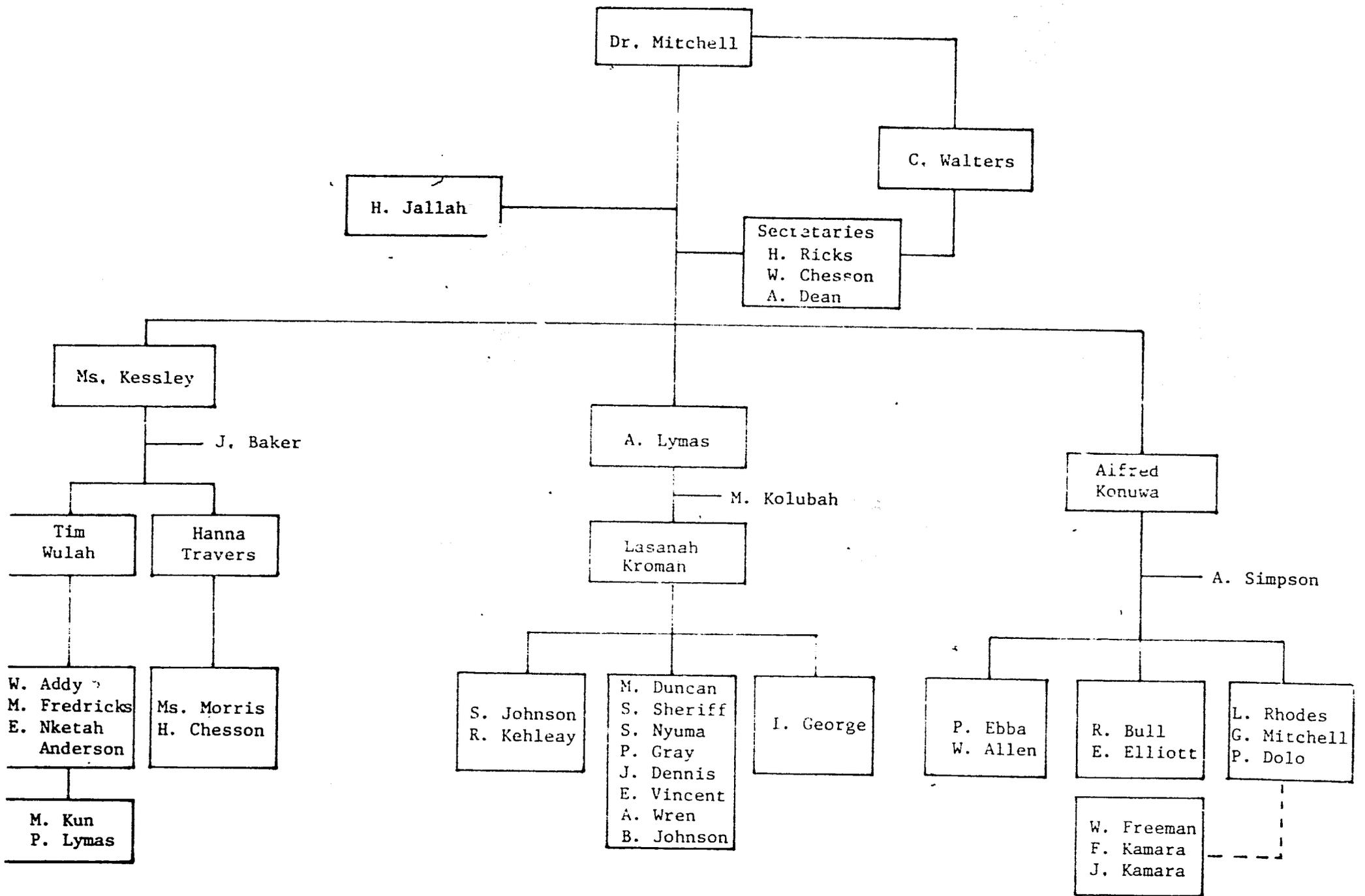
All Selection staff will report to Mr. Konuwa. He will continue to function as my Special Assistant, and in addition, he will be responsible for running the day to day selection program; for making sure that work is performed on a timely basis; reviewing work and resolving problems; and evaluating procedures and recommending improvements.

All test results will be processed through Mr. Konuwa. He in turn will forward them to me.

I recognize that these changes will require some adjustments at first. But I do feel strongly that it is important for us to realize that these changes are being made to improve the overall efficiency and effectiveness of the Agency. I look forward to working with these new Directors and hope that all of you will cooperate with and help them as they carry out their new assignments.

THE ORGANIZATIONAL STRUCTURE
OF THE CIVIL SERVICE AGENCY, R. L.







REPUBLIC OF LIBERIA
CIVIL SERVICE AGENCY
MONROVIA

OFFICE OF THE DIRECTOR GENERAL

351/DG/'78

June 21, 1978

The President of Liberia
The Executive Mansion
Monrovia, Liberia

Mr. President:

I am very pleased to submit for your consideration and approval a classification and pay plan for approximately 3700 civil service positions in the General Occupational Category.

As you will recall, the Civil Service Act of 1973 mandated that we develop improvements to the Civil Service system to assure that you would have competent staff to implement your policies. You wanted a civil service system based on merit and you wanted to treat civil servants fairly in matters of pay and employee benefits. In this regard, a new classification and pay system was to be designed and established for the government. All Civil Service positions were to be reviewed, classified, and assigned to one of four occupational categories: the Clerical, Administrative, Fiscal and Professional, or General Occupational Categories.

In February, 1976, you received our proposal for positions in the Clerical Category; in January, 1977, you received our proposal for the Administrative category; and in December 1977, you received our proposal for the Fiscal and Professional categories. The first two proposals were approved and are now being implemented. The latter proposal has been sent to a Cabinet Committee for review and we anticipate that it too will be approved shortly. Now, we are submitting the proposal for the final occupational area - the General Category. Once this proposal is finalized and approved, we will have a good, comprehensive classification

As was the case with the previous proposals submitted, this proposed plan encompasses the majority of the positions in this occupational area, but not all the positions. It includes as many positions as we were able to obtain complete, detailed job information for. And, as such, the plan provides the basic framework for a General Occupational job category and will enable us to add additional classifications as they are identified in the future.

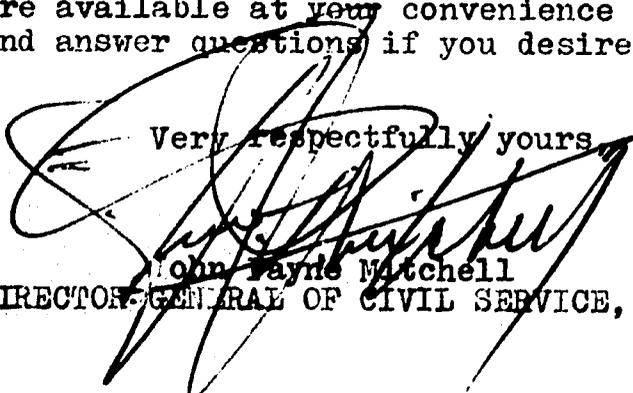
This classification and pay plan was proposed by the staff of the Civil Service Agency with the advice and guidance of our USAID - California State Personnel Board Team of Advisors. This proposals adhere to the principles you approved in previous plans and are in conformity with the Civil Service Act of 1973 and the Civil Service Rules which you approved in August, 1976.

In this report we are proposing the establishment of 32 new classifications for General positions. These classifications will be used in place of a multitude of different job titles which are currently in use for these positions. A comprehensive salary schedule is presented, and a specific pay range is recommended for each classification. This plan continues the policies begun in the Clerical, Administrative and Fiscal and Professional Category plans of assuming that the more difficult jobs receive higher pay than less difficult jobs. Being mindful of controlling costs in government, we have again recommended salary ranges that will have essentially negligible cost upon implementation.

This report has been based on extensive study and thorough analysis by the Civil Service Agency staff and its advisors. Therefore, it is with great confidence that I present this, the last Category, for your consideration.

I and my staff are available at your convenience to discuss this report and answer questions if you desire.

Very respectfully yours


John Payne Mitchell
DIRECTOR GENERAL OF CIVIL SERVICE, R.L.

A PROPOSED CLASSIFICATION AND PAY PLAN
FOR
GENERAL POSITIONS IN THE LIBERIAN CIVIL SERVICE

A REPORT TO
PRESIDENT WILLIAM R. TOLBERT, JR.

FROM
THE CIVIL SERVICE AGENCY, R.L.

JUNE 1978

I. A SUMMARY OF RECOMMENDATIONS

It is respectfully recommended that

1. The class specifications contained in this report be adopted as the official classification plan for the general employees described;
2. The general classifications be assigned to the salary ranges specified in this report; and
3. The policies recommended in this report be adopted to govern salary administration for these general employees.

II. THE CLASSIFICATION PLAN FOR THE GENERAL CATEGORY

The Civil Service Agency has completed its initial survey of employees in positions in the general category of Government service. This survey was conducted through job interviews, rather than through written questionnaires like previous studies because many of the employees in these types of positions were not literate.

The job interview approach allowed employees to express themselves most clearly. They were able to describe in detail their duties and responsibilities and their educational and/or training background. This information, in turn, enabled us to formulate a classification and pay plan for general personnel in the Government of Liberia.

As was the case in our study of administrative and fiscal and professional positions, we were not able to obtain sufficient information for all positions that might be included in the general category. Therefore, what is described in this report are the primary occupational subgroups. This proposal provides the general classification framework for the General Occupational Category and additional classifications can be (and will be) added in the future as new occupational categories and/or classes are identified. We anticipate that additional classifications will be created during the implementation phase of the general study when more group job interviews will be conducted.

The proposed General Classification and Pay Plan consists of 32 separate classifications in 8 broad occupational areas. Each classification describes a specific type and level of work. A class specification has been prepared for each classification which describes the type of work performed, the knowledges and abilities required for successful performance of the work, and the "minimum" educational experience necessary.

It should be noted that the positions in the general category were grouped according to the fundamental nature of the work performed, the experience required to perform the work and the relative level of difficulty and responsibility of the work. The grouping of positions into classifications has several purposes. From the standpoint of effective personnel administration, they facilitate the selection of qualified individuals and provide for fair and equitable compensation. The proposed classification plan for the general category, we believe, strikes a balance between the need for distinct specialization requiring specific skills and broader generic classifications which emphasize selection based on possession of fundamental skills and abilities including the ability to learn, adopt and develop increasing competence and skill. These characteristics are vital to the successful achievement of the Government's overall development program.

The proposed general classification plan describes eight different types of work: (1) plumbing, (2) carpentry, (3) masonry, (4) electrical work, (5) mechanics, (6) painting, (7) messengers, and (8) drivers.

The 32 classifications are:

A. Plumbing

Plumber Apprentice
Plumber
Senior Plumber
Plumber Foreman

B. Carpentry

Carpenter Apprentice
Carpenter
Senior Carpenter
Carpenter Foreman

C. Masonry

Mason Apprentice
Mason
Senior Mason
Mason Foreman

D. Electrical Work

Electrician Apprentice
Electrician
Senior Electrician
Electrician Foreman

E. Mechanics

Automobile Mechanic Apprentice
Automobile Mechanic
Senior Automobile Mechanic
Automobile Mechanic Foreman
Heavy Equipment Mechanic Apprentice
Heavy Equipment Mechanic
Senior Heavy Equipment Mechanic
Heavy Equipment Mechanic Foreman

F. Painting

Painter Apprentice
Painter
Senior Painter
Painter Foreman

G. Messengers

Messenger
Chief Messenger

H. Drivers

Driver
Truck Driver

The assignment of the proposed new classes to salary ranges was based upon three considerations. First, the level of difficulty and responsibility of positions in each of the proposed new classes in comparison with that of classes established earlier in clerical, administrative, and fiscal and professional category studies. Second, the experience required for successful performance in each class and the current salary of positions allocated to each were also taken into consideration. And third, the relative difference in level and difficulty of classes in the same occupational area was evaluated to establish appropriate salary differentials between classes.

The basic structure of the pay plan for the Government of Liberia civil service was created with the establishment of a series of salary ranges and the assignment of clerical and administrative classifications into those ranges. The clerical, administrative, and fiscal and professional classifications, because of the range of responsibility they all encompass, are spread throughout the salary ranges from bottom to top. Therefore, they represent convenient reference points for salary comparison with the proposed new general classes. For example, fiscal and professional classes such as Traditional Midwife require no specific educational or technical training. They are similar to, although in different fields, positions proposed to be allocated to the new general classes such as Driver, Messenger, or apprentice classes. Similarities are also found at other levels where, for example, the proposed Senior level Painter, Carpenter, Automobile Mechanic, and Electrician are placed at the same journeyman level as Clerk II, Junior Draftsman, Practical Nurse, and Certified Midwife. Each of the proposed new classifications was analyzed in comparison with existing classifications. The duties, responsibilities, education and experience requirements, existing rates of pay and organizational relationships were evaluated in determining the most appropriate placement of each class. In addition, for classes in a single occupational area, such as Carpenters or Automobile Mechanics, a similar analysis was made to determine the proper salary spread between classes warranted by the differences in duties and responsibilities. The results of these analyses are shown in the following chart, which also contains some of the clerical and fiscal and professional classes for reference.

PROPOSED SALARY RANGES FOR POSITION
IN THE GENERAL CATEGORY

Range 15 \$2539-3649	Senior Clerk						Heavy Equipment Mechanic Foreman		
Range 14 \$2352-3310	Engineering Aid I Draftsman	Plumber Foreman	Carpenter Foreman	Mason Foreman	Electrician Foreman		Automobile Mechanic Foreman	Painter Foreman	
Range 13 \$2133-3002	Clerk/Typist Laboratory Technician						Senior Heavy Equipment Mechanic		
Range 12 \$1935-2723	Clerk II Certified Midwife Practical Nurse	Senior Plumber	Senior Carpenter	Senior Mason	Senior Electrician		Senior Automobile Mechanic	Senior Painter	
Range 11 \$1755-2470									
Range 10 \$1592-2240							Heavy Equipment Mechanic		
Range 9 \$1444-2032	Clerk I Graduate Midwife	Plumber	Carpenter	Mason	Electrician		Automobile Mechanic	Painter	
Range 8 \$1310-1843									
Range 7 \$1188-1672	Nurse's Aid						Heavy Mechanic Apprentice	Chief Messenger	Truck Driver
Range 6 \$1078-1516	Traditional Midwife	Plumber Apprentice	Carpenter Apprentice	Mason Apprentice	Electrician Apprentice		Automobile Mechanic Apprentice	Painter Apprentice	Messenger Driver

III. THE PROPOSED CLASS SPECIFICATIONS

Plumber Apprentice

Definition

Under close supervision as an apprentice, to learn progressively skilled plumbing work; and to do other work as required.

Examples of Duties

Assists a journeyman plumber and receives training in installing, maintaining, inspecting, and repairing standard plumbing equipment concerned with water, gas, oil, sewage, fire control, air conditioning and refrigeration systems; learns to troubleshoot plumbing systems; learns to install and repair pumps; learns to make rough sketches and estimate labor and materials for minor plumbing installations and repairs; learns to select, order, and care for plumbing supplies and equipment; and consults with other tradesmen.

Qualification Standards

Knowledge of: basic arithmetic, spelling and grammar; and

Ability to: learn rapidly; follow directions; acquire acceptable work habits such as punctuality, skill, neatness and dependability; work safely; and

Education and/or Experience: none required.

Plumber

Definition

Under direction, to do skilled plumbing work; and to do other work as required.

Examples of Duties

Installs, maintains, inspects, and repairs standard plumbing equipment concerned with water, gas, oil, sewage, fire control, steam and refrigeration systems; troubleshoots plumbing systems; installs and repairs pumps; makes rough sketches and estimates labor and materials for minor plumbing installations and repairs; advises on selection, ordering, and storage of plumbing supplies and equipment; consults with other tradesmen; keeps simple records and makes reports; and instructs and leads unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the plumbing trades; and

Skill in: performing plumbing work; and

Ability to: read blueprints, and work from plans and specifications; estimate material and labor costs for minor plumbing jobs; instruct and lead unskilled assistants; and

Experience: completion of an apprenticeship or Vocational Training Program in plumbing or one year of plumbing experience.

Senior Plumber

Definition

Under supervision, to work with and to be in charge of a small crew of Plumbers and helpers engaged in performing skilled plumbing work; and to do other work as required.

Distinguishing Characteristics

The class of Senior Plumber is distinguished from that of Plumber by its additional responsibilities for preparing lists of materials and supplies, estimating the costs of and laying out a plumbing job. The Senior Plumber also directs the work of three or more Plumbers or helpers.

Examples of Duties

Lays out, directs, and assists with the work of installing, maintaining, inspecting, and repairing standard plumbing equipment used in water, gas, oil, sewage, fire control, steam, and refrigeration systems; instructs, supervises, and works with a small crew of Plumbers and helpers in installing and repairing pumps, and locating trouble spots in plumbing systems; sees that safety rules are observed; may supervise the maintenance of a plumbing shop; prepares working sketches and estimates for needed plumbing equipment and materials; prepares lists of plumbing supplies and equipment; maintains job records and prepares reports.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the plumbing trades; techniques of effective supervision; and

Skill in: the installation, maintenance, and repair of plumbing equipment; and

Ability to: supervise, instruct and coordinate the work of a small crew; make plumbing installations and work from plans and detailed drawings; estimate costs of plumbing work; follow oral and written directions; prepare material and equipment lists as needed; and maintain records and prepare reports; and

Experience: three years of experience as a journeyman Plumber.

Plumber Foreman

Definition

Under direction, to supervise and work with a group of Plumbers and helpers engaged in skilled plumbing work; and to do other work as required.

Examples of Duties

Plans, lays out, directs and inspects the work of a crew of Plumbers and helpers engaged in plumbing installation and repair work; makes rough sketches and estimates of the cost of plumbing jobs; advises in the selection of plumbing materials; requisitions plumbing materials; supervises the storage of plumbing materials and the care and maintenance of equipment; demonstrates the best methods of doing plumbing work and sees that the work is carried out according to plans and specifications and is properly correlated with other trades; keeps records and makes reports; and instructs and leads skilled and unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the plumbing trade, including recognized safety practices; techniques of effective supervision; and

Ability to: plan, lay out, direct, and inspect the work of a crew of Plumbers and helpers; perform difficult plumbing work; prepare rough sketches of plumbing installations, and make estimates of materials and labor; read blueprints and work from plans and specifications; keep records and make reports; give written and oral directions; and

Experience: two years of experience in the Government of Liberia as a Senior Plumber or five years of experience as a journeyman Plumber.

Carpenter Apprentice

Definition

Under close supervision as an apprentice, to learn progressively skilled carpentry work; and to do other work as required.

Examples of Duties

Assists a journeyman Carpenter and receives training in erecting, maintaining, and repairing various types of buildings, scaffolds, forms, frames, fences and other structures; learns to do cabinet work and make and install doors, door frames and window frames; learns to care for tools, materials and equipment; learns to select building materials; learns the methods of ordering and storing materials and supplies; and consults with other tradesmen.

Qualification Standards

Knowledge of: basic arithmetic, spelling and grammar; and

Ability to: read and write English; follow directions; learn about carpentry equipment and simple methods and procedures; acquire acceptable work habits such as punctuality; neatness and dependability; work safely; and

Education and/or Experience: none required.

Carpenter

Definition

Under direction, to do skilled carpentry work; and to do other work as required.

Examples of Duties

Erects, maintains, and repairs various types of buildings, sheds, scaffolds, forms, frames, fences, and other structures; builds and repairs bridges and culverts; makes shelves, doors, and window frames; keeps tools, materials, and equipment in good condition; makes rough sketches and estimates the cost of new structures and repair work; advises in the selection of building materials; requisitions and stores building materials and supplies; keeps simple records and makes reports; consults with other tradesmen; and instructs and leads unskilled assistants.

Qualification Standards

Knowledge of: basic arithmetic, spelling and grammar; equipment used in carpentry; building codes; and

Skill in: rough and finish carpentry; the use and care of carpentry tools; and

Ability to: prepare rough sketches and work estimates; read and write English; follow written and oral directions; read blueprints and work from and interpret specifications; recognize lumber types and grades; keep simple records and make reports; instruct and lead unskilled assistants; and

Experience: completion of an apprenticeship or Vocational Training Program in carpentry or one year of carpentry experience.

Senior Carpenter

Definition

Under supervision, to work with and to be in charge of a small crew of Carpenters and helpers performing skilled carpentry work; and to do other work as required.

Distinguishing Characteristics

The class of Senior Carpenter is distinguished from that of Carpenter by its additional responsibilities for preparing lists of materials and supplies, and for estimating the cost of and for laying out a carpentry job. The Carpenter also directs the work of three or more journeymen Carpenters or helpers.

Examples of Duties

Lays out, directs, and assists with the work of constructing and repairing various types of buildings, sheds, scaffolds, forms, frames, fences, and other structures; supervises, instructs, and works with a small crew of Carpenters and helpers in building shelves, doors, and window frames; inspects carpentry jobs and sees that safety rules are observed; draws working sketches; prepares cost estimates of building materials and equipment; supervises the maintenance of tools and equipment; prepares lists of materials and supplies for use on the job and for the storeroom; and maintains job records and prepares reports.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in carpentry; techniques of effective supervision; and

Skill in: rough and finish carpentry work; and

Ability to: instruct, direct, and coordinate the assignments of a small crew; prepare working sketches of a job and estimate needed materials and job costs; read blueprints and work from and interpret plans and specifications; recognize lumber types and grades; follow oral and written directions; and maintain records and prepare reports; and

Experience: three years of experience as a journeyman Carpenter.

Carpenter Foreman

Definition

Under direction, to supervise and work with a group of Carpenters and helpers engaged in maintenance or construction carpentry; and to do other work as required.

Examples of Duties

Plans, lays out, directs, and inspects the work of a crew of Carpenters and other workers engaged in construction and repair work; makes rough sketches of, and estimates the cost of minor structure and repair work; advises in the selection of building materials; requisitions building materials and supplies; supervises the storage of materials and supplies and the care and maintenance of tools and equipment; demonstrates the best methods of doing carpentry work and sees that work is carried out according to plans and specifications and is properly correlated with other trades; inspects scaffolding and repair work and sees that regulations are followed; keeps records and makes reports; and instructs and leads skilled and unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools and equipment used in carpentry; techniques of effective supervision; and

Ability to: read and write English; lay out, direct, and inspect the work of a crew of Carpenters and helpers; obtain accurate fittings on heavy framing; prepare rough sketches of carpentry work; make estimates of materials and labor; read blueprints and work from plans and specifications; recognize lumber types and grades; keep simple records and make reports; and

Experience: two years of experience in the Government of Liberia as a Senior Carpenter or five years of varied experience as a journeyman Carpenter.

Mason Apprentice

Definition

Under close supervision as an apprentice to learn progressively skilled masonry work; and to do other work as required.

Examples of Duties

Assists a journeyman Mason and receives training in erecting, building, maintaining and repairing various types of buildings, foundations, and other structures; learns to lay cement blocks, rocks and plaster walls; keeps tools, materials and equipment in good condition; consults with other tradesmen.

Qualification Standards

Knowledge of: basic arithmetic and measurement tools; and

Ability to: read and write English; follow oral directions; learn rapidly; acquire acceptable work habits such as punctuality, skill, neatness and dependability; work safely; and

Education and/or Experience: none required.

Mason

Definition

Under direction, to do skilled masonry work; and to do other work as required.

Examples of Duties

Constructs, maintains, and repairs concrete and other foundations for buildings, machinery, and similar projects; builds retaining walls; constructs pavements and walks; plasters and repairs walls; cuts, sets and repairs stone, tile and brick; lays concrete blocks; keeps tools, materials and equipment in good condition; makes rough sketches and estimates costs of masonry work; coordinates work with other tradespersons; and instructs and leads apprentices and helpers.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in masonry work; and

Skill in: mixing and tempering cement mortar; and

Ability to: follow directions; determine proper foundation conditions and material to be used; read and work from blueprints; and

Experience: completion of an apprenticeship or Vocational Training Program in masonry work or one year of masonry experience.

Senior Mason

Definition

Under supervision, to work with and to be in charge of a small crew of masons and helpers engaged in performing skilled masonry work; and to do other work as required.

Distinguishing Characteristics

The class of Senior Mason is distinguished from that of Mason by its responsibilities for preparing lists of materials and supplies and for estimating the costs of and the layout of assigned jobs. The Senior Mason also directs the work of three or more journeymen helpers.

Examples of Duties

Lays out, directs, and assists with the work of constructing, maintaining and repairing concrete and other foundations for buildings and machinery; supervises the building of retaining walls and the laying of pavements and walks; instructs and works with a small crew of masons and apprentices in plastering stones, tiles and bricks; lays concrete blocks; keeps tools, materials, and equipment in good condition; makes rough sketches and prepares estimates of the costs of masonry work; coordinates work with other tradesmen.

Qualifications Standards

Knowledge of: principles, methods, materials, tools, and equipment used in masonry work; techniques of effective supervision; and

Skill in: mixing and tempering cement mortar; and

Ability to: supervise, instruct and coordinate the work of a small crew; read and work from blueprints; estimate the costs of masonry work; follow oral directions; maintain and prepare reports; and

Experience: three years of experience as a journeyman mason.

Mason Foreman

Definition

Under direction, to supervise and work with a group of masons and apprentices engaged in performing skilled masonry work; and to do other work as required.

Examples of Duties

Plans, lays out, and inspects the work of a crew of masons and other workers engaged in the construction, maintenance, and repair of concrete, brick, stone, plaster, tile, and other masonry structures or surfaces; makes rough sketches and estimates the costs of labor and materials; orders supplies; advises in the selection and storage of materials; sees that work is carried out according to plans and specifications, and that work is coordinated with the work of other tradesmen; keeps records and makes reports; instructs and leads skilled and unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials tools, and equipment used in masonry work; construction and repair of masonry, including the use of concrete, brick, stone, plaster, tile, mortar and other masonry materials; principles of effective supervision; and

Ability to: determine proper foundation conditions and material to be used; prepare rough sketches and estimate the costs of masonry work; read and work from drawings and blueprints; lay out and direct the work of others; keep accurate work records; and

Experience: two years of experience in the Government of Liberia as a Senior Mason or five years of experience as a journeyman mason.

Electrician Apprentice

Definition

Under close supervision as an apprentice, to learn progressively skilled electrical work; and to do other work as required.

Examples of Duties

Assists a journeyman electrician and receives training in installing, maintaining and repairing electrical equipment; learns to install transmission lines for electrical equipment and lighting systems; learns to assemble, install and repair electric lights, motors, heaters, simple generators, simple transformers, and other electrical apparatus; learns to troubleshoot electrical systems; assists in preventive maintenance programs; learns to operate electrical equipment, and to order and store materials and supplies; learns to make rough sketches and to estimate the cost of electrical installations; keeps simple records and makes reports; and consults with other tradesmen.

Qualification Standards

Knowledge of: basic arithmetic and algebra; grammar; and

Ability to: read and write English; follow oral directions; learn about electrical work methods, procedures and equipment; learn to acquire acceptable work habits such as punctuality, skill, neatness and dependability; work safely; and

Education and/or Experience: none required.

Electrician

Definition

Under direction, to do skilled electrical work; and to do other work as required.

Examples of Duties

Installs transmission lines for electrical equipment; assembles, installs, and repairs electric lights, motors, heaters, generators, transformers, switchboards, and other electrical apparatus; troubleshoots electrical systems; operates electrical equipment; advises in the selection and storage of electrical equipment; consults and works with other tradesmen; makes rough sketches and estimates the costs of electrical work; keeps simple records and makes reports; and instructs and leads unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the installation, maintenance, and repair of electrical equipment; and

Skill in: installation, maintenance and repair of electrical apparatus; and

Ability to: read, interpret, and work from plans, drawings, and specifications; follow oral directions; make rough sketches and estimates of the cost of electrical work; keep simple records and make reports; instruct and supervise unskilled assistants; and

Experience: completion of an apprenticeship or a Vocational Training Program in electrical work; or one year of Electrician experience.

Senior Electrician

Definition

Under supervision, to work with and to be in charge of a small crew of Electricians and helpers engaged in the installation, maintenance, and repair of electrical equipment; and to do other work as required.

Distinguishing Characteristics

The class of Senior Electrician is distinguished from that of Electrician by its additional responsibilities for preparing lists of materials and supplies and for estimating the costs of and laying out an electrical job. The Senior Electrician also directs the work of three or more journeymen or helpers.

Examples of Duties

Lays out, directs, and assists with the work of assembling, installing, and repairing electrical circuits, motors, heaters, generators, transformers, switchboards, and other electrical apparatus; supervises, instructs, and works with a small crew of Electricians and helpers in the installation of transmission lines for electrical equipment and the operations and repair of electrical power generating plants and other electrical equipment; inspects electrical systems to locate trouble and determines needed repairs; sees that safety rules are observed; may supervise the maintenance of an electrical shop; selects and prepares lists of materials for the job and storeroom; draws diagrams and sketches, and prepares estimates of job costs; and maintains work records and prepares reports.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the installation, maintenance, and repair of electrical apparatus; techniques of effective supervision; and

Skill in: the installation, maintenance, and repair of electrical equipment; and

Ability to: supervise, instruct, and coordinate the assignments of a small crew; make electrical installations; work from plans and detailed drawings; estimate costs of electrical work; follow oral and written directions; and maintain records and prepare reports; and

Experience: three years of experience as a journeyman Electrician.

Electrician Foreman

Definition

Under direction, to supervise and work with a group of electricians and helpers engaged in electrical work; and to do other work as required.

Examples of Duties

Plans, lays out, directs, and inspects the work of a group of Electricians and other workers engaged in the installation, maintenance, and repair of electrical apparatus and equipment; makes rough sketches of and estimates the cost of minor electrical installations; advises in the selection of electrical materials; demonstrates the best methods of doing electrical work and sees that the work is done according to plans and specifications and is properly correlated with other trades; supervises the care and maintenance of electrical tools and equipment; keeps records and makes reports; and instructs and leads skilled and unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in electrical work; techniques of effective supervision; and

Ability to: read and write English; plan, lay out, direct, and inspect the work of a crew of Electricians and helpers performing electrical work; prepare rough sketches of electrical installations and make estimates of material and labor; read blueprints and work from plans and specifications; keeps records and make reports; and

Experience: two years of experience in the Government of Liberia as a Senior Electrician or five years of varied experience as a journeyman Electrician.

Automobile Mechanic Apprentice

Definition

Under close supervision as an apprentice to learn progressively skilled automobile mechanic work; and to do other work as required.

Examples of Duties

Assists a journeyman automobile mechanic and receives training in relining and adjusting brakes, wheel alignments and tune-ups; learns to inspect automobile equipment to determine the correct action necessary; learns electrical replacement and repair work and learns to do minor body repair.

Qualification Standards

Knowledge of: automobile engines; and

Ability to: follow directions; learn rapidly; acquire acceptable work habits such as punctuality, skill, neatness and dependability; work safely; and

Education and/or Experience: none required.

Automobile Mechanic

Definition

Under direction, to do adjustments, servicing, and repair of automobile equipment; and to do other work as required.

Examples of Duties

Lays out and assists with work in connection with major repairs to automotive equipment including major engine overhauls, tune-ups, relining and adjusting of brakes; performs wheel aligning, transmission and differential replacement and repair; inspects automotive equipment to determine the corrective action necessary; operates and maintains automotive tools and equipment; does minor welding and brazing work; and instructs and leads Automobile Mechanic Apprentices.

Qualification Standards

Knowledge of: methods, tools, materials, and equipment used in the maintenance, adjustment, and repair of automotive equipment; and

Skill in: the adjustment and repair of automotive equipment; and

Ability to: operate machine tools used in automotive repair and to do welding and brazing work; inspect automotive equipment to locate defects; supervise apprentices; follow oral and written directions; and

Experience: completion of an apprenticeship or Vocational Training Program in automotive mechanics or one year of automotive mechanic experience.

Senior Automobile Mechanic

Definition

Under direction, to work with and to be in charge of a small group of Automobile Mechanics and helpers engaged in the adjustment, servicing, and repair of automobile equipment; and to do other work as required.

Distinguishing Characteristics

The class of Senior Automobile Mechanic is distinguished from that of Automobile Mechanic in that the Senior Automobile Mechanic has responsibility for laying out automotive jobs and ordering or determining the need for materials and supplies. In addition, the Senior Automobile Mechanic also supervises the work of three or more assistants.

Examples of Duties

Lays out, directs, and assists with the work of repairing automotive equipment, including major engine overhauls, tune-ups, relining and adjusting of brakes, wheel aligning, transmission and differential replacement and repair, electrical replacement and repair, and minor body repair, inspect automotive equipment to determine the corrective action necessary; operates and maintains automotive shop equipment; advises in the selection and storage of automotive parts and equipment; estimates the costs of automotive parts and equipment; instructs operators in the proper operation and servicing of their equipment; does minor welding and brazing work; and helps keep simple records.

Qualification Standards

Knowledge of: principles, methods, tools, and equipment used in the maintenance, adjustment and repair of automotive equipment; techniques of effective supervision; and

Skill in: the adjustment and repair of automotive equipment; and

Ability to: operate machine tools used in automotive repair and do welding and brazing work; inspect automotive equipment to locate defects; estimate the cost of repairs, keep records and make reports; instruct and supervise mechanics and helpers; follow oral and written directions; and

Experience: three years of experience as a journeyman automotive mechanic.

Automobile Mechanic Foreman

Definition

Under direction, to supervise and work with Automobile Mechanics and apprentices engaged in adjusting, servicing, repairing and maintaining automotive equipment; and to do other work as required.

Examples of Duties

Assigns work, gives instructions, maintains discipline, and passes upon difficult mechanical problems in connection with the supervision of the work of a group of Automobile Mechanics and apprentices engaged in adjusting, servicing, repairing and maintaining automotive equipment; keeps records and makes reports; checks requests for needed supplies and parts; discusses mechanical and operating problems with operators of equipment; discusses repairs and reviews invoices with suppliers of automotive parts and repairs; and sees that safety procedures are followed.

Qualification Standards

Knowledge of: principles, methods, tools, materials, and equipment used in the maintenance, adjustment and repair of automotive equipment; preventive maintenance methods for automotive equipment; principles of effective supervision; and

Skill in: the testing, adjusting and repairing of automobile equipment; and

Ability to: supervise, instruct and coordinate the work of others; inspect automotive equipment and locate defects; estimate repair costs; give written and oral instructions; maintain records and prepare reports; and

Experience: two years of experience in the Government of Liberia as a Senior Automobile Mechanic or five years of experience as an Automobile Mechanic.

Heavy Equipment Mechanic Apprentice

Definition

Under close supervision as an apprentice, to do progressively skilled work in the repair and maintenance of heavy highway and automotive equipment; and to do other work as required.

Examples of Duties

Assists a journeyman mechanic and receives training in the repair and maintenance of trucks, tractors, power shovels, graders, pumps, diesel engines, gasoline engines, automobiles, and similar equipment; learns to operate and maintain tools and machinery used in the construction, repair and maintenance of highway equipment; may assist in the inspection of equipment to locate and determine the extent of necessary repairs and the corrective action necessary.

Qualification Standards

Knowledge of: basic arithmetic; mechanical principles; and

Ability to: learn rapidly; follow directions; acquire acceptable work habits such as punctuality, skill, neatness, and dependability; and

Education and/or Experience: none required.

Heavy Equipment Mechanic

Definition

Under direction, to construct, repair, and maintain automotive and heavy maintenance and construction equipment; and to do other work as required.

Examples of Duties

Inspects equipment to locate and determine the extent of necessary repairs and the corrective action necessary; maintains and repairs automobiles, trucks, tractors, power shovels, graders, pumps, diesel and gasoline engines, and similar equipment; constructs new special equipment or modifies existing equipment including body frames and running gear; makes installation or repairs to special equipment; operates and maintains tools and machinery used in the repair and maintenance of heavy maintenance and construction equipment; selects needed parts and equipment; instructs operators in the proper operation and servicing of equipment; performs minor welding and brazing work; and instructs and supervises apprentices.

Qualification Standards

Knowledge of: methods, materials, tools, and equipment used in the construction, assembly, overhaul, repair, and adjustment of automotive and heavy construction and maintenance equipment; operating characteristics of automotive and heavy construction and maintenance equipment; and

Skill in: mechanical repair and adjustment; and

Ability to: make repairs and adjustments to heavy construction and maintenance equipment, automotive equipment, heavy machinery, air compressors, diesel engines, equipment hydraulic and electrical systems, and other highway equipment; install pumps, motors, and similar equipment; perform simple welding; follow oral and written directions; work from drawings and sketches; make sketches of broken parts for replacement; make repairs in the field without supervision; and

Experience: completion of an apprenticeship or a Vocational Training Program as a Heavy Equipment Mechanic or one year of experience as a Heavy Equipment Mechanic.

Senior Heavy Equipment Mechanic

Definition

Under direction, to repair and maintain automotive and heavy maintenance and construction equipment; and to do other work as required.

Distinguishing Characteristics

The class of Senior Heavy Equipment Mechanic is distinguished from that of Heavy Equipment Mechanic in that the Senior Heavy Equipment Mechanic has responsibility for laying out jobs and ordering or determining the need for materials and supplies. In addition, the Senior Heavy Equipment Mechanic supervises the work of three or more assistants.

Examples of Duties

Lays out, supervises, and inspects equipment to locate and determine the extent of necessary repairs and the corrective action necessary; maintains and repairs automobiles, trucks, tractors, power shovels, graders, pumps, diesel and gasoline engines, and similar equipment; constructs new special equipment or modifies existing equipment including body frames and running gear; makes the installation of or repairs to special equipment; operates and maintains tools and machinery used in the repair and maintenance of heavy maintenance and construction equipment; advises in the selection of parts and equipment; estimates repair costs; instructs operators in the proper operation and securing of equipment; performs minor welding and brazing work; instructs and supervises Heavy Equipment Mechanics and apprentices.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in the construction, assembly, overhaul, repair and adjustment of automotive and heavy construction and maintenance equipment; operating characteristics of automotive and heavy construction and maintenance equipment; techniques of effective supervision; and

Skill in: identifying mechanical repairs and adjustments; and

Ability to: make repairs and adjustments to heavy construction and maintenance equipment, automotive equipment, heavy machinery, air compressors, diesel engines, equipment hydraulic and electrical systems, and other highway equipment; perform simple welding; follow oral and written directions; work from drawings and sketches and make sketches of broken parts for replacement; make repairs in the field without supervision; and

Experience: three years of experience as a Heavy Equipment Mechanic.

Heavy Equipment Mechanic Foreman

Definition

Under direction, to supervise the work of a group of journeymen and Apprentice Heavy Equipment Mechanics engaged in the repair and maintenance of automobile and heavy maintenance and construction equipment; and to do other work as required.

Examples of Duties

Assigns work, gives instructions, maintains discipline, and passes upon difficult mechanical problems in connection with the work of a group of Heavy Equipment Mechanics; supervises the reconstruction, repair and maintenance of automotive and heavy maintenance and construction equipment; checks requests for needed supplies and parts; instructs operators in the proper operation and servicing of equipment; supervises welding and brazing work.

Qualification Standards

Knowledge of: principles, methods, tools, materials, and equipment used in the maintenance and repair of heavy automotive and construction equipment; preventive maintenance methods for heavy equipment; techniques of effective supervision; and

Skill in: identifying needed mechanical repairs and adjustments; and

Ability to: lay out and direct the work of others; and assure effective working relationships; inspect automotive and heavy equipment to locate defects, and estimate the cost of repairs; keep records and make reports; and

Experience: two years of experience in the Government of Liberia as a Senior Heavy Equipment Mechanic or five years of experience as a journeyman Heavy Equipment Mechanic.

Painter Apprentice

Definition

Under close supervision as an apprentice, to learn progressively skilled painting work; and to do other work as required.

Examples of Duties

Assists a journeyman Painter and receives training in scraping, sanding and filing surfaces in preparation for painting and finishing; learns to apply undercoats and finish coats with brush or by spray machine; learns to mix and match paints and finishes; learns to erect scaffolding; cleans and maintains brushes and other equipment; and consults with other tradesmen.

Qualification Standards

Knowledge of: basic arithmetic, spelling, and grammar; and

Ability to: follow oral directions; learn about painting work methods and materials; acquire acceptable work habits such as punctuality, skill, neatness and dependability; work safely; and

Special Personal Characteristics: normal color vision; ability to work in high places; and

Education and/or Experience: none required.

Painter

Definition

Under direction, to do skilled painting and finishing work on wood and metal surfaces; and to do other work as required.

Examples of Duties

Scrapes, sands, and files surfaces in preparation for painting and finishing; applies undercoats and matches paints and finishes; erects scaffolding; cleans and maintains brushes and other painting jobs; advises in the selection, ordering, and storing of painting materials; consults with other tradespersons; and instructs and leads unskilled assistants.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in painting and finishing; color and color blending; and

Skill in: brush and spray painting techniques; and

Ability to: follow oral directions; mix paints and match colors; erect and work from ladders, scaffolding, and rigging; estimate materials needed; instruct and lead unskilled assistants; and

Experience: completion of an apprenticeship or Vocational Training Program in painting or one year of painting experience.

Senior Painter

Definition

Under supervision, to work with and to be in charge of a small crew of Painters and helpers in the painting and finishing of wood and metal surfaces; and to do other work as required.

Distinguishing Characteristics

The class of Senior Painter is distinguished from that of Painter by its additional responsibilities for preparing lists of materials and supplies, and estimating the costs of and laying out a painting job. The Senior Painter also directs the work of three or more Painters or helpers.

Examples of Duties

Lays out, directs, and assists with the work of scraping, painting, and finishing wood and metal surfaces; supervises, instructs, and works with a small crew of Painters and helpers in mixing and matching paints and finishes, erecting scaffolding, cleaning and maintaining brushes and other equipment, and painting various surfaces and routine signs; inspects painting jobs and sees that safety rules are observed; prepares cost estimates of painting materials and equipment; selects and prepares lists of materials for use on the job and for the stockroom; and maintains job records and prepares reports.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in painting and finishing; color and color blending; techniques of effective supervision of Painters and helpers; and

Skill in: brush and spray painting; mixing paints; and

Ability to: supervise, instruct, and coordinate the work of a small crew; read, interpret, and work from plans, drawings and specifications; follow oral directions; estimate materials required and job costs; maintain records and prepare reports; and

Experience: three years of painting experience.

Painter Foreman

Definition

Under direction, to supervise and work with a group of Painters and helpers engaged in painting and finishing work; and to do other work as required.

Examples of Duties

Plans, lays out, directs and inspects the work of a group of Painters and other workers engaged in painting and finishing of buildings and equipment; makes estimates of the cost of painting and finishing jobs and advises in the selection of painting materials and supplies; supervises the mixing and matching of paints and finishing materials; requisitions materials and supplies; supervises the storage of materials and supplies and the care and maintenance of equipment; demonstrates the best methods of painting and finishing and sees that work is carried out according to plans and specifications; sees that safety procedures are followed; keeps records and makes reports; instructs and leads skilled and unskilled assistants; and may paint, finish and work with helpers as required.

Qualification Standards

Knowledge of: principles, methods, materials, tools, and equipment used in painting and finishing; color and color blending; techniques of effective supervision of a crew of Painters and helpers; and

Skill in: brush and spray painting; mixing paints and finishing materials; blending and matching colors; and

Ability to: supervise, instruct and coordinate the work of others; read, interpret, and work from plans, drawings and specifications; give written and oral directions; estimate materials required and job costs; maintain records and prepare reports; and

Experience: two years of experience in the Government of Liberia as a Senior Painter or five years of experience as a journeyman Painter.

Messenger

Definition

Under close supervision, to assist administrative, professional and clerical staff in a variety of routine office tasks - delivering letters and correspondence, announcing visitors, moving office equipment, etc.; and to do other work as required.

Examples of Duties

Following detailed instruction, collects and delivers letters and/or correspondence between offices, ministries or to other places of business; assists in logging incoming correspondence; announces visitors; moves office equipment and office furniture; cleans office space; may answer the telephone and perform other work on request.

Qualification Standards

Ability to: read and write English; follow oral directions; and

Willingness to: acquire good work habits such as punctuality and dependability.

Education and/or Experience: none required.

Chief Messenger

Definition

Under supervision, to assist administrative professional and clerical staff in a variety of routine office tasks; to supervise other messengers; and to do other work as required.

Examples of Duties

Collects and delivers letters and/or correspondence between offices, ministries or to other places of business; assists in logging incoming correspondence; announces visitors; moves office equipment and office furniture; clean offices; trains and supervises other messengers; and may answer telephones.

Qualification Standards

Knowledge of: the location of various personnel in the office; running different types of machines; and

Ability to: read and write English; follow oral and written directions; supervise; work long hours; and

Experience: three years of experience in the Government of Liberia as a Messenger.

Driver

Definition

Under supervision, to operate a car, station wagon or light truck; and to do other work as required.

Examples of Duties

Drives a car, station wagon, or light truck; delivers materials, supplies and equipment; has vehicle serviced and checked at regular intervals and keeps vehicles in clean and serviceable condition; changes tires; makes emergency adjustments and reports problems to the supervisor; may be assigned to drive for a specific individual.

Qualification Standards

Knowledge of: the operation and servicing requirements of cars, station wagons and light trucks; safety regulations; provisions of the Government of Liberia Vehicle Code, applying to the operation of vehicles on the roads and highways; and

Ability to: recognize and take necessary precautions against hazardous driving conditions; drive in a smooth, careful, and safe manner; detect vehicle trouble and take prompt action to avoid breakdowns or damage to the vehicle; follow directions; and

Special Personal Characteristics: carefulness, good eyesight, good physical condition; and

Education and/or Experience: none required. However, incumbents must have a valid commercial driver's license issued by the Motor Vehicle Bureau of the Ministry of Justice.

Heavy Truck Driver

Definition

Under supervision, to operate heavy compound transmission truck tractors or truck with semitrailer or other trailer equipment; to perform related laboring work; and to do other work as required.

Examples of Duties

Drives heavy motor truck tractors with semitrailers or heavy motor trucks and trailer equipment; hauls materials, supplies and equipment; loads and unloads or supervises the loading of materials, limiting the load to a safe capacity; has truck serviced and checked at regular intervals; keeps truck in clean and serviceable condition; makes emergency adjustments to the truck and motor and reports defects to the supervisor.

Qualification Standards

Knowledge of: operation and servicing requirements of heavy motor trucks with semitrailers, heavy motor trucks, and trailer equipment using compound transmissions; provisions of the Government of Liberia Vehicle Code, applying to the operation of vehicles on the roads and highways; and

Ability to: recognize and take necessary precautions against hazardous driving conditions; drive in a smooth, careful, and safe manner; detect motor trouble and take prompt action to avoid breakdowns; make adjustments and emergency repairs to equipment operated; follow oral and written directions; and

Special Personal Characteristics: carefulness, good eyesight, strength, good physical condition; and

Education and/or Experience: none required. However, incumbents must possess a valid commercial driver's license issued by the Motor Vehicle Bureau of the Ministry of Justice.