

PUBLIC SERVICE COMMISSION

**GUIDELINES FROM THE PUBLIC SERVICE COMMISSION TO
THE DISTRICT SERVICE COMMISSIONS (REVISED)**

First Revised Edition

DATE: 2021

FOREWORD

In line with its Constitutional mandate, as specified under Article 166 (1) of Uganda's Constitution of 1995, the Public Service Commission undertakes various activities through which it coordinates and guides the work of District Service Commissions. Members of the Public Service Commission periodically visit District Service Commissions in order to evaluate their performance and assess their operational needs. In addition, the District Service Commission officials themselves visit or write to the Public Service Commission seeking technical advice on various matters and submit quarterly reports on their activities. The outputs of the Public Service Commission in relation to the District Service Commissions and its performance in relation to its Constitutional mandate are presented in its Annual Reports to Parliament as required under Article 166 (3) of the Constitution.

In 1998, the Public Service Commission prepared the First Edition of the Public Service Commission Guidelines to the District Service Commissions. From the various interactions the Commission had with the District Service Commissions and other stakeholders, it became evident that there was an urgent need, especially in the early years of the developments of these Local Government Institutions, for a readily available source of technical guidance in the form of written operational guidelines. The Public Service Commission therefore conducted a systematic study of the operational issues and principles on which District Service commissions needed clear guidelines. The results of the study formed a basis for production of the Guidelines.

Since 1998, a number of developments brought about changes in government policies, legislations, issuance of circulars, establishments notices and other Public Service Reforms, have occurred which have necessitated a review of the Guidelines that were issued in April 1999.

Although these guidelines are comprehensive, they are by no means exhaustive. They shall be subject to future refinement and expansion as and when need arises. The Public Service Commission, therefore, encourages all users of these guidelines to point out issues on which these revised guidelines may be silent, unclear or otherwise inadequate.

This publication has been prepared in chapters organized around the key Human Resource Management issues/topics in the Uganda Public Service and other issues where the need for guidance was specially expressed. This is intended to make the document a convenient reference source for users.

It is my hope that this revised document will contribute significantly to the improvement of human resource management and development in the Local Governments and, ultimately, to improved service delivery for our people. In particular, I hope this document will be used to:

- (a) Serve as a guide and reference for District Service Commissions, Administrative Officers and Personnel Officers;
- (b) Be used alongside the Constitution, the Local Governments Act, Government Standing Orders, Public Service Commission Regulations, Circular Standing Instructions, Administrative Instructions and other relevant laws;
- (c) Serve as a guide for identifying the areas for capacity building for the District Service Commissions , and
- (d) Enable District Service Commissions and other Local Governments officials to apply various aspects of human resource management and development practices in a uniform manner.

It should be noted that the guidelines to the District Service Commissions, are subject to change from time to time due to changes in Government Policy. The current revision of the guidelines involved soliciting contributions from the line

Ministries, offices of the Chief Administrative Officers and District Service Commissions, other stakeholders and documentary review.

The Public Service Commission acknowledges with much gratitude the cooperation it has received from the line Ministries and various Local Governments officials and other stakeholders that have been consulted in the exercise.

Professor P.J. Muzaale

CHAIRPERSON

PUBLIC SERVICE COMMISSION

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CHAPTER 1

1.0 DEFINITIONS OF COMMON TERMS USED IN THE UGANDA PUBLIC SERVICE

1.1 INTRODUCTION

This chapter contains working definitions of some common terms and concepts used in the Uganda Public Service which the Local Governments encounter in the day to day performance of their duties.

1.2 **Abandonment of Duty:**

Abandonment of duty or abscondment from duty occurs when an employee stops reporting for duty on his or her own will without being forced to or without giving justifiable reasons to his or her immediate supervisor. When this happens the immediate supervisor should make an effort to call him or her back giving a specific time period, after which, in event of failure, the case should be submitted to the relevant Appointing Authority to regard the employee as having abandoned duty and resigned accordingly with effect from a specified date. It is the onus of an officer to inform his supervisor of his absence; otherwise he or she will automatically be regarded as having abandoned duty and resigned accordingly after an absence of thirty (30) continuous working days.

1.3 **Abolition of Office:**

When Government wants to facilitate improvement in the organization of a Ministry or Department or Local Government, it may abolish some posts in the interest of greater efficiency and economy. The reason for this is that Government would not consider an officer's office as abolished unless it is impossible to offer him or her continued employment in an office of broadly similar qualifications and/or the same pay. The removal is effected by the Appointing Authority. The Responsible Officer should therefore make a submission to the Appointing Authority recommending that the affected officers should be retired on abolition of office or on grounds of re-organization.

1.4 **Absorption in the Service:**

This refers to employment by the Government of public officers who have been working outside the Public Service into the Service by the Government after the winding up of the organization, e.g. the employees of Government Projects or International Projects/Organizations. However, serious consideration should be taken of the terms and conditions of the service of the previous service of the officers in question (officer to conform to the new conditions of service).

1.5 Acting Appointment

This occurs when temporary assignment of an employee to the duties of a higher position is made by the Appointing Authority. The employee is paid acting allowance. The acting appointment is for the period for not more than six months at a time and is renewable once.

1.6 Annual Leave

Annual leave is a right and an entitlement of a specific number of days rest which public officers must take annually subject to the exigencies of the service. Individual public officers should cultivate an interest in their leave and where necessary enquire from their Responsible Officers about their annual leave position. Leave rosters must be prepared, up-dated regularly and followed.

1.7 Appointment on Attainment of Higher Qualifications:

This is an offer of appointment to a serving officer to a higher post as a result of acquiring a higher qualification. This will apply where the qualification attained is a pre-condition/requirement for appointment to the post. For example, an Enrolled Nurse who obtains a Certificate of Registration in Nursing qualifies to be appointed as Nursing Officer, Scale U5. The appointment is not automatic but subject to availability of a vacancy.

1.8 Appointment on Contract:

This is an offer of employment for a specific period of time in the Public Service, usually 24 months. It is an agreement of employment in which a specific period of employment, terms and conditions of service and a terminal gratuity are expressed.

1.9 Appointment on Probation:

This is an offer of employment on trial with a view to having the appointee learn his or her work and testing his or her suitability for the post. Appointment on probation to a pensionable office does not in itself confer any right of admission to the pensionable office until the officer is confirmed and admitted to the pensionable office. The probationary period for officers and for the Support Staff is prescribed under the Standing Orders.

1.10 Appointment on Trial basis:

Trial appointment may be directed by the Appointing Authority regardless of whether or not the officer already holds another post in the service. Such appointments are invariably for specified periods hence non-pensionable, subject to extension or termination at any time at the sole discretion of the Appointing

Authority. On completion of the trial period the Appointing Authority may appoint the officer substantively to the post in which he or she was being tried; otherwise the trial appointment shall be terminated on such terms as the appointing Authority may direct.

In the Local Governments, this has been applied as a temporary measure in the recruitment of “O” Level untrained or licensed teachers in primary Education Sector. This is due to inadequate numbers of trained and qualified teachers in the Primary Education Sector. The trial period is specified, usually 12 or 24 months and the salary is on a fixed rate.

1.11 Appointment on Promotion:

Appointment on promotion takes place when an officer is appointed to an office which is graded on a higher rung in the grading ladder than the office in which he is currently serving and is accompanied by higher duties, responsibilities and a higher salary. After the promotion, the officer leaves behind a vacant office, being the office he or she previously held.

1.12 Accelerated Promotion

This is appointment on promotion of a serving officer to more than one step or scale on the promotional ladder or promotion without necessarily having served for a stipulated minimum period of three (3) years in the lower post or grade as required by the existing regulations. The decision should be based on exceptional performance, skills possessed and absence of similar cadres/officers in the service to compete for the vacant post.

1.13 Appointment on Transfer within the Service and Appointment on Transfer of Service:

Appointment on transfer within the service occurs when a serving officer is offered another job of the same salary scale moving him or her on transfer from one occupation to another, e.g. a Personnel Officer, Scale U4 to Probation and Welfare Officer, Scale U4. The person should, however, have the necessary qualifications for the new post. There must also be a vacancy.

Appointment on Transfer of service on the other hand is where an officer holding a pensionable office in a Local Government, a Central Government or any institution categorized as “other Public Service” under the Pensions Act is appointed to a post in another service, thus moving him or her from one service to another e.g. from a Local Government to the Central Government, Teaching Service to the Health Service. This is normally done to ensure continuity in the service for pension purposes to preserve the pension benefits earned in the previous service

1.14 Assignment of Duties

This is an administrative action taken within a Department to request an employee to shoulder responsibilities of a post at the same or different level for a temporary period. At the end of the assignment, the employee returns to the former post. If the duties so performed involve a post higher than the one held, it may attract benefits in form of duty allowance which the officer may draw on performance of the tasks for a continuous period of not less than 30 days. This allowance is only paid on approval by the Responsible Permanent Secretary.

1.15 Confirmation in Appointment:

An officer is confirmed in his or her appointment when he or she has successfully completed the probation period or passed requisite examinations. The power to initiate action in confirming an officer in a pensionable office is vested in the Responsible Officers. The power to confirm a person in a pensionable office vests in the Appointing Authority.

1.16 Consolidated Pay:

This is a gross emolument which is payable to an officer or employee every month.

1.17 Date of Assumption of Duty:

This is the actual date an officer reports for duty and starts performing the duties of his or her office.

1.18 Deployment:

This is the movement of an employee from one place to another in the exigency of service and does not constitute a promotion. It involves a rotation, transfer or re-posting and sometimes assignment of higher duties.

1.19 Designation:

Designation refers to the name or title of a post which a public officer is holding, or appointed to e.g. Personnel Officer. Designations are governed by the Circular Standing Instructions (CSI) on jobs grading issued by the Ministry of Public Service.

1.20 Dismissal:

Dismissal is the removal of an employee from service or office as a result of gross misconduct or criminal offence. Public Officers are dismissed only in the most serious cases of misconduct and after acting in a way which is incompatible with

their status as public officers. On dismissal, a public officer, whatever his or her terms and conditions of service are, forfeits all his or her rights and privileges as a public officer and has no claim to a period of notice. The employee leaves the service without any benefits, i.e gratuity or pension.

1.21 Emoluments:

These refer to the various dues paid to a public officer in the course of his or her employment. It includes, where applicable, payment of salary and benefits such as allowances, medical expenses, housing, etc.

1.22 Extension of Probationary Period:

A probationary appointment of an officer may be extended for justifiable reasons, e.g when an officer is not able to pass or sit for the relevant examination or unsatisfactory performance of his or her duties or responsibilities during the probationary period. The probationary period may be extended for a period not exceeding 12 months. The weaknesses of the officer must be brought to his/her attention. The Officer should be given necessary support or facilitation to improve his/her performance.

1.23 Grading:

Grading is the placement of posts or jobs in a hierarchical order in the salary structure in relation to others. A post is upgraded by being placed in higher rank in the salary structure than where it was or down-graded by being placed in a lower rank or salary than the previous one in the salary structure.

1.24 Gratuity:

Gratuity is payment made to public officers who have been appointed on contract by the relevant Appointing Authorities. The payment is made at the rate of 25% of the aggregate salary earned during the term of the agreement as stated under Section 33 (2) of the Local Governments Act, Cap.243 and Sub-section L-f of Chapter 1 of the Standing Orders. Members of the Commissions are paid 40% of their earned salary per annum. Death gratuity is paid to the deceased public officers who passes away while still in service. Short service gratuity is paid to officers who have not served for periods qualifying for pension.

1.25 Honorarium:

Honorarium is payment made to an officer for a particular piece of specialized work done outside the officer's normal duty, or which the particular officer is appropriately qualified to do but is unrelated to his work and absorbs proportional amount of the officer's official and private time. The work must require the direct use of the officer's special talents or professional skills and active participation in the actual work e.g. adhoc committee set up by Government.

1.26 Incumbent:

A person who is currently occupying a position as a result of an appointment.

1.27 Interdiction:

This is preliminary disciplinary action taken in writing to stop an officer from performing his or her duties in order to allow further investigations to be carried out in order to establish offences he or she is deemed or alleged to have committed in the course of his or her work. A person on interdiction is paid half of his or her salary and is not allowed to leave the country or step at the work place without permission of the Responsible Officer. The Appointing Authority must be informed of this course of action in order to note the interdiction.

1.28 Leave Without Pay:

This is the time or period an officer or employee is granted to be away from work without earning salary to ensure continuity of his or her service for purpose of protecting qualifying period for computing terminal benefits. Although it is qualifying service for purposes of Pensions Act, it is not increment or leave or pension earning. Currently, leave without pay is only granted in the public interest, e.g. as a requirement that Uganda meets a quota on International/Regional Bodies.

1.29 Lifting of Interdiction:

This is the reversal of the preliminary disciplinary action imposed on an employee and stopping him or her from exercising the powers and functions of his or her office as a result of being interdicted. The submission to lift the interdiction must be made to the relevant Appointing Authority after the officer has been cleared of the offence(s) he or she is alleged to have committed by the Responsible Officer. Once the interdiction is lifted the officer's full salary is restored and any amount of money withheld from his or her salary while on interdiction, should be paid.

1.30 Mandatory Retirement:

This is compulsory requirement under the Pensions Act, Chapter 286 of the Laws of Uganda, 1964. An employee should stop work after reaching the compulsory retirement age, which is currently 60 years of age.

1.31 Merit:

This is the identification and selection of the most qualified person, established by a competitive process in which the best candidate is given the job.

1.32 Official Oath:

This is an oath taken by all public officers holding established posts in which they swear to solemnly and truly serve the Republic of Uganda, observe, support and uphold the Constitution at all time, i.e, it is the oath of allegiance to the Government.

1.33 Oath of Secrecy:

This is an oath taken by all public officers holding established posts in which they swear not to directly or indirectly communicate or reveal any matter to any person which shall be brought under their consideration or shall come to their knowledge in the discharge of official duties except as may be required in the discharge of official duties or as specially permitted by the President.

1.34 Parental Leave:

This is leave taken by officers who are expecting babies to enable them take care of them. For female officers, the leave also enable them recover, following the delivery. The provisions regarding public officers on parental leave are:

- a. A female employee shall as a consequence of pregnancy, have the right to a period of sixty (60) working days leave from work on full wages here after referred to as Maternity Leave of which at least four weeks shall follow the birth of a child or miscarriage.
- b. On the other hand, a male employee shall immediately after the delivery or miscarriage of a wife have the right to a period of four (4) working days' leave from work hereto referred to as paternity leave

1.35 Redundancy:

This refers to the situation where an employee has no more work to do or when the post has been abolished. In Government rationalization of structures may result into an officer becoming redundant. However, staff in excess positions should be interviewed to establish their suitability for redeployment, re-designation, retraining or retirement in accordance with the regulations in place.

1.36 Re-instatement into the Public Service:

This term refers to the re-admission or re-employment of an officer in his former post after the officer had left the service.

1.37 Resignation:

This is a situation where an officer or employee requests to leave the Government service. The officer shall apply to resign from his or her office but may not leave until the request has been granted indicating the date on which he or she may leave. The resignation must be accepted by the Chief Administrative Officer or Town Clerk as the case may be, in the case of Local Governments. Resignations must not be accepted if disciplinary proceedings are pending against an officer, which might lead to his or her dismissal.

1.38 Results Oriented Management (ROM):

This is a performance management system concept in use in the Public Service. It requires that the functions and staffing levels are specifically geared to production of outputs required of the organization by using measurable performance indicators determined by both the superior and the subordinate(s). The focus is on measurable output based on available resources and not activities that are undertaken to achieve the outputs.

1.39 Retainer Fee:

This is payment made to part-time employees in lieu of salary e.g. part-time Members of the District Service Commissions are paid retainer fees and not salaries for their services. An employee earning his or her full salary does not get retainer fee.

1.40 Retirement in Public Interest:

Retirement in public interest is the removal of an employee from the service as a result of a serious misconduct but where the officer is paid retirement benefits. Retirement in public interest arises as a result of lack of confidence in the officer by the Government, mainly arising out of inefficiency, among other reasons, but with some recognition of the contribution made by the officer.

1.41 Retirement on Medical Grounds:

Retirement of public officers on medical grounds takes place on the submission of the responsible officer with a recommendation of the Medical Board for inability of the officer to satisfactorily perform his or her duties because of ill health. The officer, therefore, is retired with full service benefits.

1.42 Reward and Recognition:

This is a benefit given to an employee or received in recognition of ones performance. It may be monetary or non-monetary.

1.43 **Schemes of Service:**

This refers to a systematic and progressively developed career path for a specific cadre in an organization from the lower level to the top. Schemes of service are designed to promote smooth and effective coordination of employees in an organization for effective implementation of its objectives.

1.44 **Short-listing:**

This is a process where candidates who meet the required academic qualifications, working experience and other specifications of a position to be filled, are identified and listed for selection.

1.45 **Secondment:**

This is a formal arrangement between Government and Local Governments through the Ministry responsible for Local Governments to post or deploy staff to fill, assist or complement the service of a Local Government for a temporary period. It follows a request by a Local Government or initiative by a line Ministry. At the end of the secondment, the seconded staff returns to the former position. During the period of secondment the receiving Local Government will be responsible for providing office accommodation, equipment and other facilities as well as paying the seconded staff any allowances such as subsistence, safari day, kilometrage etc connected to his or her day to day duties and for reporting on the officer's performance.

Secondment is provided for in Section 53 of the Local Government Act, Cap 243 and the procedures are set out in the 'Human Resource Manual for Local Governments in Uganda, March 1999' pp. 68-71.

1.46 **Sick Leave:**

This is a period during which an officer is away from duty because of illness or convalescence with notification to that effect. The officer or any other officer should report the fact to the immediate Supervisor and provide a Registered Medical Officer's recommendation of the period of sick leave with a medical certificate.

1.47 **Special Leave of Absence:**

This is leave granted to an officer to be away from duty in order to participate in an activity or event in which public interest or national prestige will be enhanced or to attend family or clan based problems – death, calamity, etc.

1.48 Study Leave:

This is the time or period one is given permission to be away from work for purposes of undertaking further study or course in a training institution. Study leave is granted on condition that the officer or employee would come back to his or her work after the training. It is granted in public interest to allow a public officer sponsored by the Government or an organization to go on a course in pursuance of Government's training policy. The officer earns his or her full pay and should be made to sign a training bond agreement.

1.49 Suspension:

Suspension as opposed to interdiction refers to stoppage of an employee from performance of duty temporarily for misconduct not directly connected with the employee's work or when convicted of a criminal offence in Court of law. The employee continues to earn his or her full salary, or part thereof as will be determined by the Responsible Officer.

1.50 Termination of Probationary Appointment:

Termination of probationary appointment occurs when an officer has not satisfactorily served the probation period for one reason or another. 30 days notice of the termination is given in writing. The officer has no claim to any retirement or other terminal benefits but is entitled to earn annual entitlement leave and transport to his or her place of domicile in Uganda.

1.51 Transfer:

This is movement or deployment of employees from one Department or station to another at the same rank.

- **Transfer within the Service**

A horizontal movement of an Officer from one job to another of the same Scale but different designation e.g. Personnel Officer to Community Development Officer.

- **Transfer of Service**

Appointment of another from one "service" in another within the traditional Public Service of Uganda or another Service categorized as "other Public Service" by the Pensions Authority at the same or a different salary scale. E.g Teacher appointed by the Education Service being appointed as Personnel Officer by the Public Service Commission or the same person being appointed by Makerere University.

1.52 Total Pay and Net Pay:

Total pay refers to the total pay to an employee without deductions. It normally includes the sum of the officer's basic salary plus any other defined allowances due to him or her.

Net pay is the gross pay less any other deductions such PAYE, NSSF contribution, advance recovery, loans recovery, etc.

1.53 Voluntary Retirement:

This is an opportunity offered by government or employer to an officer to unconditionally and officially request to retire from the service on his or her own free will. In cases of organizational restructuring that result into redundancies, employers may first offer opportunity for employees to retire voluntarily.

CHAPTER 2

2 THE ROLES AND FUNCTIONS OF THE PUBLIC SERVICE COMMISSION

2.1 INTRODUCTION

With the promulgation of the Constitution in 1995, its amendment in 2005 and enactment of the Local Governments Act, Cap.243, the roles and functions of the Public Service Commission and its relationships with the Local Government was redefined. This chapter is, therefore, intended to give the Local Governments an insight of the re-defined functions of the Public Service Commission and its operational relationship with the Local Governments.

2.1.1 Establishment:

The Public Service Commission, as a constitutional body is established under Article 165 of the Constitution. It consists of a Chairperson, Deputy Chairperson and seven other Members all of whom are appointed by the President with the approval of Parliament on contract of 4 years and are eligible for re-appointment. Their emoluments are determined by Parliament and paid from the consolidated fund.

2.1.2 The Public Service Commission Secretariat:

The Public Service Commission is serviced by a Secretariat headed by the Secretary, Public Service Commission (Permanent Secretary by appointment). Below the Secretary is the Deputy Secretary, the Commissioner for Selection Systems Department and Under Secretary as Heads of Department and other staff at various ranks and levels.

2.1.3 Mission:

The Mission of the Public Service Commission is to provide Government with employees of the right calibre, in right numbers, placed in the right jobs, at the right time.

2.2 FUNCTIONS OF THE PUBLIC SERVICE COMMISSION

The functions of the Public Service Commission are spelt out in Article 166 of the Constitution (as amended) and elsewhere in the Constitution Articles 172, 188 and 200. They include inter-alia:

- 2.2.1 Advising the President in performing his or her functions under Article 172 of the Constitution.
- 2.2.2 Appointing, promoting and exercising disciplinary control over persons holding office in the Public Service of Uganda as provided for in Article 172 of the Constitution and Articles 188 and 200 as amended.
- 2.2.3 Reviewing the terms and conditions of service, Standing Orders, training and qualifications of public officers and matters connected with personnel management and development of the public service and making recommendations on them to Government.
- 2.2.4 Guiding and coordinating District Service Commissions.
- 2.2.5 Hearing and determining grievances from persons appointed by District Service Commissions.
- 2.2.6 Approving the appointment of Members of the District Service Commissions under Article 198 (2) of the constitution and Section 54 (2) of the Local Governments Act, Cap.243. Under section 55(2) of the Local Governments Act, the Commission is consulted on the removal of the Members of District Service Commissions
- 2.2.7 Prescribing the terms and conditions of service for the public service generally, which Local Governments staff shall conform to in accordance with Article 200 (2) of the constitution and Section 55 (8) of the Local Governments Act, Cap.243.
- 2.2.8 Performing such other functions as may be prescribed by the Constitution or any other law.

The Public Service Commission is also involved in the following areas:

- a. Advising the President on the appointment of Permanent Secretaries , under Article 174(2) of the Constitution;
- b. Appointment of the Secretary and other staff of the Human Rights Commission under Article 57 of the Constitution and Section 10(1) and 11(2) of the Uganda Human Rights Commission Act, 1997. The Public Service Commission is also consulted in the determination of the terms and conditions of service of these staff ;
- c. Appointment of the Secretary and other staff of the Electoral Commission under article 65 of the Constitution and Section 7(1) and (6) of the Electoral Commission Act, 1997. The Public Service Commission is also consulted in the determination of the terms and conditions of service of these staff;

- d. Under Section 57 of the Local Governments Act, the District Councils in consultation with the Public service Commission shall determine the terms and conditions of service of Members of the District Service Commissions;
- e. Under Section 10(1) of the Amnesty Commission Act, the Amnesty Commission shall in consultation with the Public Service Commission appoint staff and determine their terms and conditions of service;
- f. Appointment of the Clerk to Parliament under Article 87;
- g. Appointment of the Director of Public Prosecutions under article 120(1);
- h. Nomination of one Member of the Judicial Service Commission under Article 146(2) (b);
- i. Appointments in the office of the Auditor General, Inspector General of Government, Local Governments Finance Commission and National Agricultural Research Organization(NARO);
- j. The establishment of offices in the Public Service of the Government of Uganda in line with article 171 of the Constitution;
- k. Section 5 (e) (ii) of the Uganda Nation Examinations Board act, 1983 requires the Public Service Commission to be represented on the UNEB and its specialized committees;

2.2.9 The Constitution provides that in the exercise of its functions, the Public Service Commission shall be independent and shall not be subject to the directions or control of any person or authority, except that it shall take into account Government policy relating to the Public Service.

2.2.10 The Public Service Commission makes a report to Parliament in respect of each year on the performance of its functions, in accordance with a constitutional requirement under Article 166 (3) of the Constitution.

2.2.11 Under Article 166 (4), Parliament is required by law to empower the Public Service Commission to make regulations for the effective and efficient performance of its functions under the Constitution, or any other law. The above provision together with provisions of Article 251 (1) of the Constitution and the provisions as the Public Service Commission Act of 2008 as well as the Public Service Act empower the Public Service Commission to make regulations to determine its procedure.

2.3 CONSTITUTIONAL RELATIONSHIP OF THE PUBLIC SERVICE COMMISSION WITH DISTRICT SERVICE COMMISSIONS (REF THE 1995 CONSTITUTION OF THE REPUBLIC OF UGANDA (AS AMENDED) AND THE LOCAL GOVERNMENT ACT, CAP.243 (AS AMENDED))

2.3.1 In relation to the District Service Commissions, the Public Service Commission is expected to;

- (a) Guide and Coordinate the District Service Commission under Article 166 (1) (d). This includes issuing guidelines for the operation of District Service Commissions.
- (b) Hear and Determine grievances from persons appointed by the District Service Commissions under Article 166 (1) (e). When an aggrieved person appeals against the decision of the District Service Commission, the ruling of the District Service Commission remains valid until the Public Service Commission has ruled on the matter.
- (c) Approve appointment of Members of the District Service Commissions under Article 198 (6) of the Constitution and Section 54 (2) of the Local Governments Act, Cap.243.
- (d) Be consulted on the removal of a Member of the District Service Commission under Article 198 (6) of the Constitution and Section 54 (4) of the Local Government Act, Cap.243.
- (e) Prescribe the terms and conditions of service for the Public Service generally, which Local Government staff shall conform to in accordance with Article 200 (2) of the Constitution and Section 55 (8) of the Local Governments Act, Cap.243, i.e. the Public Service Commission ensures standardization and uniform application of personnel management practices, systems and procedures not only in areas it covers in Central Government but also in Local Governments.
- (f) Set examinations in the Centre as well as Local Governments such as Stores Assistants, Secretarial cadre, Telephone Operators, promotional examinations for Heads of Department, etc.

2.3.2 From the legal frame work, the District Service Commission relates to the Public Service Commission as follows:-

- (a) Under Article 198 (5) of the Constitution and Sub-Section 55 (8) of the Local Governments Act, Cap.243, the District Service Commission, in the performance of its functions, should conform to the standards established by the Public Service Commission for the Public Service generally. The District Service Commissions should not deviate from the established standards, norms and guidelines set by the Public Service Commission.

- (b) When considering recruitment of staff in a specialized discipline other than education or health services, under Section 55 (2) of the Local Governments Act, Cap.243, the District Service Commission should co-opt at least two persons specialized in that discipline or seek guidance from the Public Service Commission.
 - (c) When a person is aggrieved by a decision of the District Service Commission he or she may appeal to the Public Service Commission provided that the ruling of the District Service Commission remains valid until the Public Service Commission has ruled on the matter (Article 166 (1) (e) of the Constitution and Sub-Section 59 (2) of the Local Governments Act, Cap.243 refer).
 - (d) Except in respect of emoluments which are determined by the District Council in accordance with the **First Schedule of the Act**, the terms and conditions of service of Members of the District Service Commission are determined by the District Council in consultation with the Public Service Commission under Section 57 of the Local Governments Act, Cap.243.
- N.B:** The allowances of the District Service Commission are determined by the Minister of Local Government in consultation with Ministry of Finance, Planning and Economic Development and Ministry of Public Service. See also schedule 1 of the Local Government Act (Section 6)
- (e) Under Section 61 (5) of the Local Governments Act, Cap.243 the District Service Commission in consultation with the Public Service Commission with the approval of the Council shall make staff regulations prescribing the manner in which the personnel of Local Governments shall be controlled and managed.
 - (f) Under Article 198 (2) of the Constitution and Section 54 (2) of the Local Governments Act, Cap.243, appointment of Members of the District Service Commission by the District Council is approved by the Public Service Commission.
 - (g) Similarly, under Section 54 (4) a Member of the District Service Commission may be removed from office by the District Council on recommendation of the Executive Committee and after consultation with the Public Service Commission.
 - (i) Training and staff development for District Service Commission Members, Secretariat staff and other stakeholders in the Local Governments in Human Resource Management.

2.4 CONSTITUTIONAL RELATIONSHIP BETWEEN THE PUBLIC SERVICE COMMISSION AND OTHER COMMISSIONS

- 2.4.1 Although the Constitution gives the Institutions indicated below powers to recruit their own staff and to determine their terms and conditions of service, the Public Service Commission has a key role in handling matters concerning these staff.

This means that the Public Service Commission has to be continually consulted and a linkage maintained between it and the Institutions.

- 2.4.2 The Electoral Commission and the Uganda Human Rights Commission are by the 1995 Constitution, the Electoral Commission Act and the Human Rights Commission Act 1997, required to consult the Public Service Commission on matters of recruitment and determination of terms and conditions of service for their officers and employees. The consultation is to ensure quality standards and uniformity of the recruitment, selection, promotion, discipline or removal of officers and employees of these Commissions.
- 2.4.3 According to Articles 57 and 65 of the Constitution, the appointment of officers and employees of the Uganda Human Rights Commission and the Electoral Commission, shall be made by the relevant Commission acting in accordance with the Public Service Commission.
- 2.4.4 Sections 7 (1) of the Electoral Commission Act 1997, and Section 10 (1) of the Uganda Human Rights Commission Act, 1997, states that the Commission shall have a Secretary who shall be appointed by the relevant Commission in consultation with the Public Service Commission upon such terms and conditions of service as may be determined by the Commission and specified in his or her instrument of appointment respectively.
- 2.4.5 Section 7 (6) of the Electoral Commission Act, and Section 11 (2) of the Uganda Human Rights Commission Act, state that the officers and employees of the two Commissions shall be appointed by the Commission acting in consultation with the Public Service Commission and shall hold office upon such terms and conditions of service as may be determined by the Commissions in consultation with the Public Service Commission.
- 2.4.6 Under Section 10(1) of the Amnesty Act, 2000, the Amnesty Commission shall in consultation with the Public Service Commission appoint and determine the terms and conditions of service for the Secretary and other staff of the Commission.
- 2.4.7 Section 5 (e) (ii) of the Uganda National Examinations Board Act, 1983, requires the Public Service Commission to be represented on the UNEB and its specialized committees.
- 2.4.8 Section 15 (2) of the Local Government Finance Commission require the Commission to appoint its staff in consultation with the Public Service Commission. The staffs also hold office on terms and conditions determined by the Commission in consultation with the Public Service Commission.

CHAPTER 3

3 THE ROLE AND FUNCTIONS OF DISTRICT SERVICE COMMISSIONS

3.1 INTRODUCTION

According to Article 178 of the Constitution of the Republic of Uganda, the system of Local Governments in Uganda shall be based on the District as a unit with a separate personnel management system. The District Service Commission is established under Article 98 of the Constitution and given roles, functions and full mandate to manage the human resources in the Local Governments as follows:-

3.1.1 Establishment:

The District Service Commission is established under Article 198 (1) of the Constitution and Section 54 (1) of the Local Governments Act, Cap.243. It consists of a Chairperson and four Members as the District Council shall determine, at least one of whom shall represent Urban Authorities, one shall represent disability and a third shall represent women. The above shall be appointed by the District Council on the recommendation of the District Executive Committee with the approval of the Public Service Commission as provided in Article 198(2) of the Constitution and Section 54 (2) of Local Governments Act Cap.243.

3.1.2 Tenure of Office:

Under Article 198 (4) of the Constitution and Section 54 (3) of the Local Governments Act, Cap.243, Members of the District Service Commission are to hold office for a period of four years and are eligible for re-appointment for only one further term.

3.1.3 Removal of a Member of the District Service Commission from Office:

Under Article 198 (6) of the Constitution and Section 54 (4) and (5) of the Local Governments Act, Cap.243, a Member of the District Service Commission may be removed from office by the District Council on recommendation of the Executive Committee and after consultation with the Public Service Commissions but may be removed only for:-

- (a) Inability to perform functions of that office arising from physical or mental incapacity.
- (b) Misbehavior or misconduct.
- (c) Incompetence.

3.2 FUNCTIONS OF DISTRICT SERVICE COMMISSIONS

The functions of a District Service Commission are spelt out under Article 200 of the Constitution and Section 55 (1) to (8) of the Local Governments Act, Cap.243, as follows:-

- 3.2.1 The power to appoint persons to hold or act in any office in the service of a District or Urban Council, including the power to confirm appointments, exercise disciplinary control over persons holding or acting in such offices and to remove those persons from office is vested in the District Service Commission save for the Chief Administrative Officers, Deputy Chief Administrative Officers, Town Clerk and Deputy Town Clerks of City and Municipalities who are, appointed by the Public Service Commission,
- 3.2.2 Under Section 63 (5) of the Act, a District Service Commission in consultation with the Public Service Commission, with approval of the Council shall make staff regulations prescribing the manner in which the personnel of a Local Government shall be controlled and managed.
- 3.2.3 When considering recruitment of staff in specialized discipline, other than education or health services, a District Service Commission shall under the guidelines provided by Public Service Commission, co-opt at least two persons specialized in that discipline or consult the Public Service Commission.
- 3.2.4 When recruiting staff of the Education or Health Service, a District Service Commission shall use the guidelines provided by the Education or Health Service Commission.
- 3.2.5 A District Service Commission shall in relation to its functions spelt out in Section 55 (1), act only upon the request and submissions of the relevant Council.
- 3.2.6 A District Service Commission and its specialized Committees shall meet for the discharge of its functions at least once in six months or as often as business warrants.
- 3.2.7 A meeting of a District Service Commission shall be presided over by the Chairperson or in his or her absence, by a Member elected by half of the Members attending the meeting.
- 3.2.8 Two thirds of the Members of a District Service Commission or its specialized Committee shall form a quorum at any of its meetings.
- 3.2.9 In the performance of its functions, a District Service Commission shall conform to the standards established by the Public Service Commission for the Public Service generally.

3.2.10 Under Sub-Section 2 of Section 58 of the Local Governments Act, Cap.243, the District Service Commission shall submit a report to the District Council and the Public, Education or Health Service Commission as may be applicable on the performance of its functions after every four months and whenever a report is required by the Council or Public, Education or Health Service Commission.

3.3 QUALIFICATIONS OF MEMBERS OF DISTRICT SERVICE COMMISSIONS

3.3.1 Under Section 56 of the Local Governments Act, Cap.243, a person shall not be appointed a Member of a District Service Commission unless that person:

(a) Is of high moral character and proven integrity.

(b) Has a working experience of not less than ten years in a responsible position.

(c) Is ordinarily resident in that District.

(d) Has a minimum qualification of Advanced level certificate or its equivalent and a Diploma from a recognized institution.

3.3.2 A Member of Parliament, Local Government Council or an Executive body of a political party or political organization or a Public Officer shall not be appointed a Member of a District Service Commission.

3.4 THE NEED FOR THE CHAIRPERSON AND MEMBERS OF THE DISTRICT SERVICE COMMISSION TO RESIDE IN THEIR DISTRICT

3.4.1 Under Section 56 (1) (c) of the Local Governments Act, Cap.243, a person shall not be appointed a Member of the District Service Commission unless that person is ordinarily resident in the District.

3.4.2 To ensure that cases submitted to District Service Commission are handled and brought to a satisfactory conclusion within a reasonable time frame, Section 56 (1) (c) of the Local Governments Act, Cap.243 must particularly be upheld. A number of advantages can be reaped out of this legal provision, viz:

(a) It is time saving in the sense that all the Members of the District Service Commission including the Chairperson are all within reasonable reach. When need arises, they can easily be located and contacted (called upon) without incurring any serious expenses including time wastage.

(b) The fact that the Chairperson is full-time in office and virtually always available, conducting of District Service Commission business becomes an easy task to accomplish. This would be impossible to achieve if the Chairperson and Members of the District Service Commission were to commute from outside the District. In any case, the Members can be called upon any time when need arises.

- (c) The availability of the Chairperson of the District Service Commission in the District enables him or her to keep abreast of the developments taking place on the ground, rather than being informed by a second or third party. Being armed with the facts at the finger-tips, enhance high speedy and quality of decision-making.
- (d) It is cost-effective i.e. less money is spent on transporting the Chairperson, subsistence allowance and other expenses. Consequently, the expenses on meeting the allowances or entitlements of the members will cause little, if any, constraint on the resources of the District. Money saved in this manner can be used for other productive purposes.

3.5 INDEPENDENCE OF DISTRICT SERVICE COMMISSIONS

- 3.5.1 Subject to Article 166(d) of the Constitution, the District Service Commission shall be independent and shall not be subject to the direction or control of any person or authority.
- 3.5.2 The District Service Commission may make regulations governing the procedures for its meetings and for the effective and efficient performance of its functions under this Act, the Constitution or any other law.

3.6 ACCOUNTABILITY

Under Sub-Section 2 of Section 58 of the Local Governments Act, Cap.243, the District Service Commission shall submit a report to the District Council and the Public service Commission or Health Service Commission as may be applicable on the performance of its functions after every four months and whenever a report is required by the Council or the Public, Education or Health Service Commission.

3.7 PROTECTION OF LOCAL GOVERNMENT PUBLIC OFFICERS

Under Article 173 of the Constitution and Section 59 of the Local Governments Act, Cap.243.

- 3.7.1 A District Officer or employee shall not be:
 - (a) Victimized or discriminated against for having performed his or her duties faithfully in accordance with the Constitution or any other law.
 - (b) Dismissed or removed from office or reduced in rank or otherwise punished without **just cause**.
- 3.7.2 A person aggrieved by a decision of the District Service Commission may appeal to the Public Service Commission, provided that the ruling of the District Service Commission shall remain valid until the Public Service Commission has ruled on the matter. The applicant must inform the District Service Commission about the lodging of his/her appeal to the Public Service Commission.

3.8 PROCEDURE FOR PRESENTING APPEALS TO PSC BY AGGRIEVED LOCAL GOVERNMENT STAFF

- 3.8.1 Section 59 (2) of the Local Governments Act, Cap.243 provides for a person aggrieved by a decision of the District Service Commission, the right to appeal to Public Service Commission. An employee of a Local Government may appeal to the Public Service Commission only after his or her case has been handled by the District Service Commission to his/her dissatisfaction.
- 3.8.2 Such an appeal to the Public Service Commission by an aggrieved officer should be addressed directly to the Secretary Public Service Commission with a copy to the Chief Administrative Officer and Secretary, District Service Commission. The appeal must be accompanied by copies of all relevant correspondences (documents) on the matter.
- 3.8.3 The existing rules, regulations and procedures as stated in the Standing Orders and Public Service Commission Regulations, among others, shall continue to be in force in as far as disciplinary measures and appeals are concerned.

3.9 HANDING OVER OFFICE OF THE DISTRICT SERVICE COMMISSION IN THE TRANSITION PERIOD

- 3.9.1 As per Article 198 (4) of the Constitution and Section 54 (3) of the Local Governments Act, Cap.243, Members of the District Service Commission shall hold office for a period of four years and shall be eligible for re-appointment for one further term. The issue of concern here is how to manage the transition i.e. in absence of the newly appointed Members of the District Service Commission, whom should the out-going Members hand over.
- 3.9.2 In a situation where the whole District Service Commission term of service expires on the same day, the outgoing Chairperson on behalf of the rest of the Members, should handover the office to the Chairperson of the District since the District Service Commission is accountable to the District Council and the Secretary, DSC is responsible to the District Service Commission as per Sections 57; 58 (2) and 60 (5) of the Local Governments Act, Cap.243 respectively.
- 3.9.3 However, in case of the availability of the newly appointed Members who are already sworn in, then the hand-over must be from the out-going Chairperson and his team to the in-coming Chairperson and his team in the presence of the District Chairperson. The procedures for handover as clearly described in the Standing Orders should be followed.
- 3.9.4 The Chairperson of the District Service Commission is a public officer on full time basis and has a right to annual entitlement of leave except his or her Members who are not employed on full time basis. However, annual leave for a public officer serving on contract terms shall be calculated as stipulated in the contract agreement.

CHAPTER 4

4 THE ROLE AND DUTIES OF THE SECRETARY TO THE DISTRICT SERVICE COMMISSION

4.1 INTRODUCTION

The Secretary, District Service Commission, is the head of the Secretariat which is mandated to service the District Service Commission in its day to day operations. This chapter is therefore designed to guide the Secretary to the District Service Commission to know his/her duties and responsibilities, how to process submissions, prepare for interviews, prepare agenda/minutes of District Service Commission meetings and the implementation of District Service Commission decisions and directives.

4.2 DUTIES OF SECRETARY, DISTRICT SERVICE COMMISSION (GENERAL)

The Secretary District Service Commission carries out the following duties:

- 4.2.1 He/She is responsible for the day to day administration of the District Service Commission.
- 4.2.2 Advises the District Service Commission on matters pertaining to human resource management.
- 4.2.3 Prepares the District Service Commission work-plans, budgets and controls its vote.
- 4.2.4 Prepares draft quarterly, Annual and any other Reports to the District Council on the performance of the District Service Commission functions as required by the Local Governments Act, Cap.243, for approval by the District Service Commission.
- 4.2.5 Takes Minutes of meetings of the District Service Commission and keeps all records of the Commission.
- 4.2.6 Handles correspondences to and from the District Service Commission.
- 4.2.7 Organizes and prepares for all the interviews of the District Service Commission.
- 4.2.8 Takes appropriate action on all submissions received by the District Service Commission.
 - (i) Responsible for implementation of District Service Commission directives and decisions.

4.3 ACTION ON SUBMISSIONS TO THE DISTRICT SERVICE COMMISSION

It is the responsibility of the Secretary to the District Service Commission to ensure that all submissions are processed and presented to the District Service Commission for its appropriate decisions. In doing so, the Secretary should:-

- 4.3.1 Check whether the submission has been put on the correct subject file.
- 4.3.2 Examine by referring to the checklist on submissions whether it is complete.
- 4.3.3 Cross check the correctness of the Public Service Commission or District Service Commission Minutes quoted, if any.
- 4.3.4 Check the authenticity of the submission against existing Government regulations or existence of post in the structure.
- 4.3.5 Confirm whether the submission was duly authorized by the Chief Administrative Officer or Town Clerk.

4.4 PREPARATION FOR INTERVIEWS

An interview is a face to face interaction of persons for a particular purpose. In order to ensure the success of the above, the Secretary to District Service Commission should among other things:-

- 4.4.1 Liaise with the Chairperson and DSC Members to fix interview date(s) and invite the short-listed candidates and the technical resource person.
- 4.4.2 Ensure that files, pens application forms, assessment guidelines, Performance Appraisal Reports, copy of advertisement/job descriptions and personnel specifications plus any other documents are made available.
- 4.4.3 Arrange room and comfortable chairs and tables appropriately depending on the number of interviewers on the Board/Panel.
- 4.4.4 Ensure that the interview room has a wall clock, is conducive and free from distractions like noise and glare from light.
- 4.4.5 Arrange refreshments and snacks for the interviewers.
- 4.4.6 Arrange for a conducive waiting room for the candidates.
- 4.4.7 Ensure that there are refreshments for the candidates if they are to wait long for interviews.
- 4.4.8 Verify the identity and testimonials of candidates before ushering them in.

4.5 PREPARATION OF AGENDA AND MINUTES OF THE DISTRICT SERVICE COMMISSION MEETINGS

- 4.5.1 Check the submission for completeness (i.e. does it have all the required data/information).
- 4.5.2 Verify the information to establish its correctness.
- 4.5.3 Group the submissions according to the subject matter, e.g. appointment on probation, confirmation in appointment, interdiction, promotion and disciplinary cases, etc.
- 4.5.4 Line the submissions in form of items beginning with Item No.1, Item No.2, etc, moving from one subject matter to another.
- 4.5.5 The items lined up for any meeting of the District Service Commission become the Agenda of the meeting.
- 4.5.6 Serialize the Agenda with the first ever meeting of the year beginning with Serial No.1, e.g. 1/2008
- 4.5.7 Circulate the Agenda for reading before the meeting.
- 4.5.8 Arising out of the meetings, the decision of the Commission should be produced in form of Minutes which are serialized for distribution to the Chief Administrative Officer or Town Clerk. The Minutes should be signed by the Secretary on every page and by the Chairperson at the end after confirmation, as a security measure against forgery.
- 4.5.9 Proceedings and reasons for District Service Commission decisions should never be reflected in the District Service Commission Minutes extracts released for implementation by the Chief Administrative Officer or Town Clerk. Such reasons should also not be reflected in the reports as may be required by the District Council or Public Service Commission, Health Service Commission, Education Service Commission or other stakeholders.

4.6 IMPLEMENTATION OF THE DISTRICT SERVICE COMMISSION DECISIONS AND DIRECTIVES

- 4.6.1 After the District Service Commission Minutes have been confirmed and produced by the Secretary to the District Service Commission, the Minutes should be distributed to the Chief Administrative Officer or Town Clerk(s) for immediate implementation.
- 4.6.2 On receipt of the Minutes, the Chief Administrative Officer or Town Clerk should take appropriate action as directed under the various Minutes e.g. issuing letters of confirmation in appointment, issuing letters of appointment or dismissal from

the District Local Government Service, etc as the case may be, within one month.

- 4.6.3 When implementing the District Service Commission directives, the Chief Administrative Officer or Town Clerk must quote the relevant District Service Commission Minute in their communication to authenticate their action.
- 4.6.4 The decision(s) of the District Service Commission should never be displayed on the Public Notice Boards or placed in the press or media.
- 3.3.3 In event that the Chief Administrative Officer or Town Clerk has a difficulty in implementing a decision of the District Service Commission, he or she should communicate back to the Secretary, District Service Commission pointing out areas of difficulty and making recommendations for possible solutions.

CHAPTER 5

5 THE ROLES, FUNCTIONS AND RESPONSIBILITIES OF THE FOLLOWING LOCAL GOVERNMENT ORGANS AND OFFICES AS PROVIDED IN THE CONSTITUTION AND THE LOCAL GOVERNMENT ACT, CAP.243

5.1 INTRODUCTION

It is important that Local Government Organs, Leaders and Officers know their roles, responsibilities and functions, including harmonious linkages in the management of Local Government staff as provided in the Constitution and Local Governments Act, Cap.243 or any other Law. Accordingly, this chapter is intended to give an outline of the functions and responsibilities of various District Local Government organs in relations to the District Service Commission work and Human Resource Management.

5.2 THE DISTRICT CHAIRPERSON

The office of the District Chairperson is established or created under Article 183 of the Constitution and Section 12 of the Local Governments Act, Cap.243.

5.2.1 Functions and Responsibilities of the Chairperson:

According to Article 183 (3) and Section 13 of the Local Governments Act, Cap.243, a District Chairperson shall:

- (a) Preside over meetings of the Executive Committee of the District.
- (b) Monitor the general administration of the District.
- (c) Coordinate the activities of Urban Councils and Councils of the lower administrative units in the District, subject to Section 79 of the Local Governments Act, Cap.243, and Article 197 of the Constitution.
- (d) Coordinate and monitor Central Government functions between the District and the Central Government subject to paragraph (g) of Sub-Section (2) of Section 64 of the Local Governments Act, Cap.243.
- (e) On behalf of the Council, oversee the performance of persons employed by the Government to provide services in the District, and to monitor the provision of Government services or implementation of projects in the District.
- (f) Perform other functions that may be necessary for the better functioning of the District Council or which may be incidental to the function of the Chairperson or imposed on the Chairperson by any law.

- 5.2.2 In the performance of the functions, the Chairperson shall abide by, uphold and safeguard the Constitution, the District laws and other laws of Uganda and shall endeavor to promote the welfare of citizens in the District.
- 5.2.3 Subject to the provisions of the Constitution and the Act, the functions conferred on the Chairperson may be exercised by the Chairperson directly or through elected or appointed officials subordinate to the Chairperson.
- 5.2.4 The Chairperson shall be answerable to the District Council in the performance of his or her functions and shall make a report to the Council on the state of affairs of the District, at least once a year.

5.3 DISTRICT EXECUTIVE COMMITTEE

5.3.1 Establishment:

The District Executive Committee is created under Article 186 of the Constitution and Section 16 of the Local Governments Act, Cap.243 which provides that there shall be an Executive Committee for each District Council which shall perform the executive functions of the Councils.

5.3.2 Functions of District Executive Committee:

Under Section 17 of the Local Governments Act, Cap.243, the functions are spelt out as follows:-

- (a) Initiate and formulate policy for approval of Council.
- (b) Oversee the implementation of the Government and Council's policies and monitor and coordinate activities of Non-Governmental Organisations in a District.
- (c) Monitor the implementation of Council programmes and take remedial action where necessary.
- (d) Recommend to the Council persons to be appointed Members of the District Service Commissions, Local Government Public Accounts Committee, District Land Board or other Boards, Commissions or Committees that may be created.
- (e) Receive and solve problems or disputes forwarded to it from lower Local Government Councils.
- (f) At the end of each financial year, consider and evaluate the performance of the Council against the approved work plans and programmes.
- (g) Carry out any other duty as may be authorized by Council or any law.

5.4 RESIDENT DISTRICT COMMISSIONER

5.4.1 Establishment:

The post of Resident District Commissioner is established under Article 203 (1) of the Constitution and Section 70 (1) of the Local Governments Act, Cap.243, which provide that “there shall be for each District, a Resident District Commissioner who shall be a senior Civil Servant appointed by the President”.

5.4.2 Functions, Roles and Responsibilities of the Resident District Commissioner:

Under Article 203 (2) of the Constitution and Section 71 (1) of the Local Governments Act, Cap.243, the functions of a Resident District Commissioner are:-

- (a) To represent the President and Government in a District.
- (b) To coordinate the administration of Government services in the District.
- (c) To advise the District Chairperson on matters of a national nature that may affect the District or its plans and programmes and particularly the relations between the District and the Government.
- (d) To monitor and inspect the activities of Local Governments and where necessary advise the Chairperson.
- (e) Carry out such other functions as may be assigned by the President of prescribed by Parliament.

5.4.3 Under Section 71 (2) of Local Governments Act, Cap.243, the Resident District Commissioner may:

- (a) Sensitize the populace on Government policies and programmes and in so doing shall liaise with the District Chairperson.
- (b) Advise the Chairperson to instruct the Chief Internal Auditor to carry out special audit and submit to the Council.
- (c) Draw the attention of the Auditor General to the need for special investigation audits of the Local Governments Council.
- (d) Draw the attention of the Inspector General of Government to a need to investigate any cases of mismanagement or abuse of office.
- (e) Draw the attention of any relevant line Ministry to the divergence from or non compliance with Government policy by a Council within his or her area of jurisdiction.

- (f) In consultation with the Speaker or Chairperson of a Council as the case may be, assess the Council from time to time on any matter of national importance.

5.4.4 The expenses of the office of the Resident District Commissioner including salaries, allowances and pensions are charged on the consolidated fund, and the number of such other officers and staff shall be determined by the Public Service Commission in consultation with the Ministry responsible for the Public Service.

5.5 THE CHIEF ADMINISTRATIVE OFFICER

5.5.1 Establishment:

The post of the Chief Administrative Officer is established under Article 188 of the Constitution and Section 63 of the Local Governments Act, cap.243.

5.5.2 Appointment:

Under Article 188 (2) of the Constitution and Section 63 of the Act, the Chief Administrative Officer shall be appointed by the Public Service Commission

5.5.3 Functions:

Under Section 64 of the Act, the Chief Administrative Officer shall:

- (a) Head of the Public Service in the District and head of administration of the District Council and shall be the Accounting Officer of the District.
- (b) Be responsible for the implementation of all lawful decisions taken by the District Council.
- (c) Give guidance to the Local Government Councils and their Departments in the application of the relevant laws and policies.
- (d) Supervise, monitor and coordinate the activities of the District and lower Local Governments employees and ensure accountability and transparency in the management and delivery of Council services.
- (e) Develop capacity for development and management of the planning functions in the District.
- (f) Supervise and coordinate the activities of delegated services and the District and lower Governments employees and Departments and ensure accountability the transparency in the management and delivery of Council services.
- (g) Have custody of all documents and records of Local Government Council.
- (h) Act as a liaison officer between the District Council and Government.

- (i) Advise the Chairperson on the administration of the Council.
- (j) Assist in the maintenance of law, order and security in the District.
- (k) Perform all statutory duties and functions which he or she is required to do under any other law.
- (l) Responsible for performance appraisal of staff in the District.
- (m) Preside over Heads of Department Consultative meetings and meetings of the District Technical Planning Committee etc.
- (n) Carry out any other duty that may be assigned by District Council from time to time.

5.5.4 Removal of Chief Administrative Officer and Town Clerks, Section 68 of the Act

- (a) Section 55 (1A) provides that the power to discipline Chief Administrative Officers, Deputy Chief Administrative Officers, Town Clerks of cities and municipalities and Deputy Town Clerks of city is vested in the Public Service Commission in accordance with Article 200 of the Constitution.
- (b) The District or Urban Council may recommend removal of a Chief Administrative Officer or Town Clerk as the case may be by a resolution supported by two thirds of Council Members on the following grounds:-
 - i. Abuse of office.
 - ii. Incompetence.
 - iii. Misconduct or Misbehavior.
 - iv. Such physical or mental physical or mental incapacity as would render the Chief Administrative Officer/Town Clerk incapable of performing duties of Chief Administrative Officer/Town Clerk.
- (c) The disciplinary procedure against the Chief Administrative Officer may be initiated by the District Chairperson. This may call for the officer's statement of defense. The District Chairperson may then submit to the District Council for debate and then pass a resolution. This will be communicated to the Permanent Secretary, responsible for Local Government for investigations and further appropriate action. The same procedure should apply for the case of Town Clerks and Deputy Town Clerk of Kampala City Council and Town Clerks of Municipal Councils"
- (d) The Chief Administrative Officer/Town Clerk should not be subjected to victimization in the performance of their duties under cover of disciplinary action without the relevant authorities following the properly laid down procedures as the law demands.

5.6 THE HEADS OF DEPARTMENT

The duties and Responsibilities of the Heads of Department include among others; the following:-

- 5.6.1 Responsible to the Chief Administrative Officer.
- 5.6.2 Overall management control and administration of the Department.
- 5.6.3 Overall Responsible for coordination and management of all operations in the Department.
- 5.6.4 Preparation of schedules of duty, Work Plans and Budgets.
- 5.6.5 Coordinates the preparation of Monthly/Quarterly and Annual Reports of the Department.
- 5.6.6 Supervises implementation of Local Government's policies and programmes in the Department.
- 5.6.7 Prepares Annual Performance Appraisal Reports of staff in the Department and submits the Appraisal Forms to the Chief Administrative Officer.
- 5.6.8 Responsible for controlling the vote of the department.
- 5.6.9 Supervises the staff and attends to their training needs including training on the job and other structured training programmes.
- 5.6.10 Represents the Department at District Departmental Meetings and reports to the Chief Administrative Officer.
- 5.6.11 Responsible for keeping all records of the Department.
- 5.6.12 Any other duties assigned by higher authorities.

5.7 THE SUB-COUNTY /URBAN COUNCIL CHAIRPERSON

The post of Sub-County /Urban Council Chairperson is created under Section 23 (1) (a) of the Local Government Act, Cap.243.

5.7.1 Functions:

Under Section 24 (1) a Chairperson shall:

- (a) Be the political head at that level.
- (b) Preside over Council and Executive Committee meetings.
- (c) Monitor the general administration of the area under his or her jurisdiction.

- (d) On behalf of the Council, oversee the performance of persons employed by Government to provide services in the Council's area of jurisdiction and to monitor the provision of Government services or implementation of projects in the area under the Council's jurisdiction.
- (e) Carry out performance appraisals of Sub-County Chief/Senior Assistant Secretary or Town Clerk as applicable.
- (f) Institute disciplinary action on Sub-County Chief or Senior Assistant Secretary or Town Clerk as applicable.
- (g) Perform other functions that may be necessary for the better functioning of the Council or which may be incidental to the functions of the Chairperson or imposed on the Chairperson by any law.

5.7.2 Under Section 24 (2) of the Local Governments Act, Cap.243, the Chairperson of a lower Council shall abide by, uphold and safeguard the Constitution, the District laws, Council by-laws and any other laws of Uganda and shall endeavour to promote the welfare of the citizens in the Councils area of jurisdiction.

5.7.4 The Sub-County or Urban Council Chairperson is responsible to Sub-County or Urban Council in the performance of his or her functions in accordance with Section 24 (3) of the Local Governments Act, Cap.243.

5.8 THE TOWN CLERK

5.8.1 Section 65 (1) of the Local Governments Act, Cap.243, provides that an Urban Council other than a Division Council, shall have a Town Clerk who shall be appointed by the District Service Commission upon request by the relevant Urban Council with the exception of Town Clerks of Municipal Councils, Town Clerk and Deputy Town Clerk of Kampala City Council who shall be appointed and disciplined by the Public Service Commission.

5.8.2 Functions, Roles and Responsibilities:

Under Section 65 (2) of the Local Governments Act, Cap.243, the Town Clerk shall be head of the administration of the relevant Council and shall:

- (a) Be responsible for the expending of the Council's funds and be the Accounting Officer of the relevant Council.
- (b) Advise the Council on legal and administrative matters.
- (c) Be responsible for the implementation of lawful decisions taken by the Council.
- (d) Supervise and coordinate the activities of all officers and departments of the Council.

- (e) Supervise and coordinate the activities of all officers seconded to the Council.
- (f) Have custody of all documents and records of the Council.
- (g) The Town Clerk shall also perform all statutory duties and functions which he or she is required to do under any other law.
- (h) Responsible for performance appraisal of staff in the Urban Council.
- (i) Preside over Heads of Department Consultative meetings and meetings of the Urban Technical Planning Committee, etc.

5.9 GENERAL

- 5.9.1 The full responsibility for staff is held by the Chief Administrative Officer/Town Clerk who should instruct and discipline his or her staff. The District Service Commission can only act upon receipt of a request from the Council through the Chief Administrative Officer or Town Clerk. Council and Committee decisions should be conveyed to the staff concerned by the Chief Administrative Officer or Town Clerk.
- 5.9.2 If a Councilor wishes to deal with a staff matter, he or she should contact the Chairperson who will place the matter in the hands of the responsible Chief Administrative Officer or Town Clerk for necessary action and not through direct contact by the Councilor or Chairperson.
- 5.9.3 The Chief Administrative Officer or Town Clerk should normally carry his or her responsibility for the administration of the Public Service of a District or Urban Council in accordance with the Uganda Government Standing Orders, Public Service Regulations, Circular Standing Instructions and other Administrative Instructions in force.

CHAPTER 6

6 SUBMISSIONS TO DISTRICT SERVICE COMMISSIONS

6.1 INTRODUCTION

6.1.1 In order for the District Service Commission to perform its functions properly, the Responsible Officer should submit comprehensive and complete information to the District Service Commission. This chapter is designed to provide the relevant information which should be included in making submissions. The information may also be used as a check-list by the District Service Commissions to ensure that they are acting upon complete and correct submissions.

6.1.2 The checklist is a practical guide that enables the user to ensure that all the necessary elements of a submission have been covered.

6.2. PURPOSE OF CHECKLIST

The purpose of the checklist therefore is to:-

6.2.1 act as a quick reference document for public officers by providing guidelines to be followed during the process of preparing and making submissions to the District Service Commission.

6.2.2 enable newly recruited and inexperienced public officers to learn and quickly understand the processes and requirements for preparing and making submissions to the Commission.

6.2.3 enable public officers to appreciate the need to prepare and submit complete and accurate submissions to the District Service Commission in order to minimize errors and resultant delays when handling the cases.

6.3. HOW TO USE THE CHECK LIST

6.3.1 Before preparing a submission, it is advisable to check the relevant section and pick out the aspects of the subject that must be covered.

6.3.2 After one has done the research and is satisfied that the data gathered tallies with the check-list, a first draft should be prepared. The accuracy of the information should also be checked.

6.3.3 The draft should be forwarded to the officer meant to sign it for input and/or a final copy prepared if the officer preparing it is the signatory.

6.3.4 Before dispatching the correspondence, the submission should again be checked against the check-list to ensure that all the required elements have been covered and that the submission is error free.

6.4 **TARGET GROUP**

The check-list is intended for use by the Human Resource and Administrative Officers as well as line managers and supervisors who are involved in HRM and administration work which requires them to prepare, compile and submit information and recommendations to the District Service Commission.

6.5 **Addressee for Submissions to the District Service Commission**

6.5.1 All correspondences to the District Service Commissions from the Chief Administrative Officer or Town Clerk must be addressed to the Secretary to the District Service Commission in triplicate.

6.6 **GUIDELINES ON SUBMISSIONS**

6.6.1 **Cross-cutting requirements**

The following information or data applies to all types of submissions and should be provided whenever one makes a submission to the District Service Commission. The exception is that not all information listed below may be applicable to a particular case at the same time.

- a) Full names and date of birth.
- b) Present designation.
- c) Present Salary Scale, status of officer in service i.e. whether on probation or confirmed in appointment.
- d) All Service Commission's/Appointing Authority Minutes, e.g. DSC Minute No. ... of ..., on the officer (starting with the earliest to the current; i.e. 1st appointment, confirmation and promotion.
- e) Copies of relevant appointment documents e.g. appointment, confirmation letters.
- f) Public Service Form One (Declaration of Vacancy) and Public Service Form Three (Application Form) in cases of appointment e.g. on first appointment, promotion, contract, etc.
- g) Public Service Form Three must bear the full names of the applicants and in the correct order.

- h) The exact date(s) when the officer assumed duty.
- i) A memorandum detailing information about the officer, among others, highlighting the strengths and achievements of the officer and the justification for the overall recommendation of the Responsible Officer as the case may be.
- j) A specific recommendation of the Responsible Officer clearly stated at the end of the submission, before attachments/enclosures, if any, indicating what the Commission is expected to do.
- k) Reference to previous correspondence on the subject if the submission is a follow up on same subject.
- l) Seniority list.
- m) Updated and signed/endorsed Curriculum Vitae.
- n) Any other relevant data deemed necessary by the Responsible Officer.

6.6.2 **Signing of Submissions**

- a) Submissions on discipline including dismissal or any other related matter must be endorsed by Responsible Officer in person under his/her personal signature.
- b) Submissions on any matter regarding a public officer must be signed by Responsible Officer or any other officer duly authorized to do so on behalf of Responsible Officer but not below the level of Head of Department in the case of submissions on officers in Scale U3-U1.
- c) All pages of a submission including attachments should be numbered and should bear the signature appearing on the covering letter.

6.6.3 **Falsification of Information**

Any deliberate misrepresentation or falsification or omission of any fact in the submission is an offence and if discovered at any time may lead to disciplinary action.

6.7 **CATEGORIES OF SUBMISSIONS**

6.7.1 **First Appointment**

Where a post is to be filled by recruitment from the open market including cases of sourcing, the submission must include the following:

- a) A memorandum detailing action to be taken by the District Service Commission duly signed by the Responsible Officer. It should also include the justification for the recommendation (probation or waiver of probationary period), etc.
- b) The memorandum must be accompanied by Public Service Form One DECLARATION OF VACANCY FORM on which the following details must be clearly indicated:
 - i) Number of vacancies.
 - ii) Correct salary and salary scale.
 - iii) Details of the qualifications required for the job.
 - iv) Details of the job description including details of the duties of the job the officer will perform upon being recruited.
- c) A draft advertisement specifying the above details. The draft advertisement should be in accordance with the PSC format obtaining at the time.
- d) The job description and specification for the job should conform to the approved ones for various cadres or jobs in the Uganda Public Service. If the submitting officer has justification for varying them it must be clearly stated in the submission.

6.7.2 **Regularization of Appointment**

In cases of regularization of appointment the following should be provided in addition to the cross cutting requirement (section 6.1) where applicable:

- a) Current pay-slip to show that the officer is on the payroll in cases where effective date of appointment is to be backdated in accordance with a relevant policy document.
- b) Statements on the following:
 - i) whether or not the appointment will have financial implications especially salary arrears and how the employer intends to address the matter in cases where the officer is not on pay-roll.

- ii) Statement as to why the officer could not be appointed on time.
- c) The relevant law or policy relating to the submission of the matter.
- d) Clearance from the Responsible Permanent Secretary.

6.7.3 **Confirmation In Appointment**

A submission to the District Service Commission regarding confirmation of an officer in a pensionable post must include the following particulars:-

- a) All requirements under section 6.6.1, where applicable.
- b) A full statement on the performance of the officer and concrete recommendation as appropriate whether for:-
 - i) confirmation, or
 - ii) extension of probationary period, or
 - iii) termination of probationary appointment
 - iv) Any other appropriate action.
- c) The submission **MUST** be accompanied by up-to-date Half Yearly Performance Appraisal Report covering the period the officer has served as prescribed in the Uganda Government Standing Orders.
- d) All submissions for confirmation in appointment must be made three months before the due date.

6.7.4 **Post-humous Confirmation**

In cases of posthumous confirmation, the following should be attached.

- a) Death certificate or a letter signed and stamped by the Local Council chairperson, Parish Chief and Sub-County Chief.
- b) Letters of administration and names of beneficiaries.
- c) Memorandum giving reasons why confirmation was not done in time or when the deceased was still alive and why it is being recommended at this stage e.g. for pension purposes.

6.7.5 **Termination Of Probationary Appointment**

In a submission concerning termination of probationary appointment, the following particulars must be provided:-

- a) All requirements under section 6.6.1, where applicable.
- b) A full statement on the performance of the officer since he/she assumed duty.
- c) Reasons why the probationary appointment should be terminated.
- d) Evidence that the officer's shortcomings have been brought to his/her attention and he/she has been given an opportunity to answer.
- e) The Responsible Officer's comments on the officer's response.
- f) A copy of the officer's response to the shortcomings or explanation in case the response is missing.
- g) Up-to-date staff Performance Appraisal Report Forms for the period served.

6.7.6 Appointment On Promotion

A submission concerning a recommendation for promotion must include:-

- a) All requirements under section 6.6.1 where applicable
- b) Public Service Form Two on which details of the officer(s) to be considered for promotion are given.

The following information must be given for each officer individually:-

- a) Details of qualifications attained before and after joining the service.
- b) Details of officer's progression in the service since first appointment.
- c) A precise statement on his/her performance of duties, suitability for promotion and whether or not he/she is recommended for promotion.
- d) A statement of reasons for any supersession, if any, and a specific overall recommendation.
- e) A seniority list.

6.7.7 Accelerated Promotion

A submission on accelerated promotion occurs:

- a) When a serving officer is promoted and he/she skips one step on the promotional ladder.
- b) If a serving officer is promoted before serving for at least three years in his/her substantial appointment.

The submission should cover the following:

- a) Issues mentioned in (a) and (b) above and requirements under 6.6.1 where applicable.
- b) Proof that all officers senior to him/her have already been considered
- c) Justification for recommendation based on performance or other attributes of the officer.
- d) Explanation for taking this option and why the post should not be advertised.

6.7.8 Appointment on Attainment of Higher Qualifications

A submission for appointment on attainment of higher qualification must include:-

- a) All issues under section 6.6.1 (cross cutting i.e. issues where applicable).
- b) PSC Minutes under which the study leave was granted and or circumstances under which the higher qualifications were attained.

6.7.9 Appointment on Transfer Within The Service

A submission concerning a recommendation for appointment on transfer within the service must include the following:-

- a) All requirements under section 6.1, where applicable.
- b) A recommendation and commitment from the current Department to release the officer should the application for appointment be successful.
- c) A confirmation by the receiving Department that the officer is acceptable and a vacancy exists.

6.7.10 Appointment on Transfer Of Service

A submission concerning a recommendation for appointment on transfer of service must include the following:-

- a) A release letter from the officer's current Line Ministry/Department or Local Government or "other service" where applicable giving assurance for release should the officer's application for appointment be successful.
- b) A confirmation by the receiving Local Government that the officer is acceptable and a vacancy exists.
- c) A recommendation by the officer's Responsible Officer in cases where he/she applies directly to the District Service Commission.

6.7.11 **Appointment On Contract**

Where a vacancy occurs and the Responsible Officer wishes to fill it on contract basis, the submission must cover the following:-

- a) A memorandum giving details of how the vacancy arose giving reasons why the post must be filled on contract and not on permanent and pensionable terms.
- b) Background information on the proposed candidate(s) and justification for the appointment of the particular officer.
- c) A statement on the steps being taken to obtain or develop another officer to fill the post on permanent terms upon the expiry of the contract period, if granted.
- d) The nature, length and the recommended effective date of appointment where applicable.
- e) Whether the contract should be renewable or non renewable.

A Responsible Officer making a submission on contract appointment should bear in mind the following conditions that the DSC takes into account when considering such a submission:

- a) There is no suitable officer to fill the post on permanent terms.
- b) The recommended officer has a skill not currently possessed by serving officers available or unique to the extent that and it is only him/her to fill the post.
- c) The officer's performance has been excellent.
- d) There are other unique circumstances warranting appointment of the

officer.

- e) No cases of retrospective appointment on contract shall be accepted if it is proved that the officer started working with no valid appointment.
- f) In addition to the cross-cutting requirements under section 6.6.1, the recommendation must be accompanied by:-
 - i) Medical Form 7 on which the medical fitness of applicant is fully verified by a Government Medical Officer.
 - ii) Officer's Performance Appraisal Reports including the most recent one and letter or recommendation from two referees in cases where the person recommended is not a serving officer.

6.7.12 Renewal Of Contract

A submission concerning a request for a renewal of contract of a serving officer must include the following:-

- a) All requirements under section 6.6.1, where applicable.
- b) A statement on the performance of the officer during the previous contract.
- c) Reasons why it is not possible to fill the post on permanent terms.
- d) Reasons for recommending the officer for renewal of contract and a justification why the post should not be advertised for open competition.
- e) Reference to the previous appointment DSC Minute only in cases of renewable contract appointment.

6.7.13 Reinstatement and/or Re-Absorption Into The Public Service

In a submission requiring the Commission to re-instate or re-absorb an officer in his former post after the officer had been regarded as having abandoned his post and resigned accordingly or any other reason, the following must be included:-

- a) Name of officer.
- b) His/her previous designation.
- c) Former salary scale.
- d) Record of his/her service.

- e) Justification for reinstatement/re-absorption.
- f) Recommendation of the Responsible Officer.
- g) Relevant forms as indicated under section 6.6.1.
- h) A hand-written or typed application letter giving detailed reasons and circumstances for leaving the public service.

6.7.14 **Redesignation**

A submission for redesignation should provide the following:

- a) All requirements listed under section 6.6.1 where applicable.
- b) A quotation of the law, implementation guidelines, Establishment Notice, Circular or any other law, authoritative document giving rise to the redesignation, of post(s) by indicating the reference number and paragraph(s) applicable., e.g. in accordance with C.S.I. No... of 2008 (para ...)

6.7.15 **Retirement in Public Interest**

Retirement in the public interest is a disciplinary action and the submission interest must provide the following particulars:-

- a) All requirements under section 6.6.1 where applicable.
- b) Full background information on the career progression of the officer since he/she joined the service.
- c) A clear recommendation giving reasons why the officer must be retired in the public interest.
- d) Specific comments on the defence of the officer. Comments must be made on each charge giving reasons why it is not satisfactory.
- f) Attachments:
 - i) The Performance Appraisal Report folder of the officer
 - ii) A statement of the charges addressed to the officer informing him of the intention to retire him in the public interest.
 - iii) The officer's defence.
 - iv) All other relevant correspondence and/or documents regarding

the case.

6.7.16 Retirement on Medical Grounds

A submission requesting the Commission to retire an officer on medical grounds should include the following particulars:-

- a) All requirements under section 6.6.1 where applicable.
- b) Record of Service.
- c) A statement of the officer's medical problem and his service record.
- d) Proceedings and recommendations of the Medical Board (Attachment of the certified photocopies).
- e) Recommendation/comments of the Responsible Officer.

6.7.17 Training

Where it is known that an officer shall be proceeding on a training programme (long courses) whether this training is to be undertaken locally or overseas, the submission must cover the following grounds:-

- a) All requirements under section 6.6.1 where applicable.
- b) A brief statement containing the following:-
 - i) How training opportunity was secured and source of funding.
 - ii) The duration of the course i.e. number of months, the actual date, when the course commences and ends.
 - iii) A recommendation which should relate to other officers who qualify to be considered for training.
- c) The submission should reach the Commission at least one month before the commencement of the course.
- d) Accompaniments:
 - i) Public Service Form Eleven.
 - ii) Copies of relevant letters of admission to the institution and sponsorship.
 - iii) Up to-date staff performance appraisal forms.
 - iv) Bonding agreement form.

- e) The submitting officer must check Standing Orders and other administrative instructions to ensure that the provisions covering the clearance of officers before proceeding on a training programme have been complied with.

6.7.18 **Retrospective Approval of Study Leave**

- a) No officer should go for training before approval of the study leave. If the officer, however is permitted by the Responsible Officer to proceed for the training before being granted study leave, it must only be due to unique, unavoidable circumstances and in public interest. The submission should then be immediate with a strong justification in line with the above.
- b) A submission for approval of study leave made after the completion of the training shall not be accepted.

6.7.19 **Disciplinary Action not Warranting Dismissal**

A submission concerning disciplinary proceedings against an officer which may or may not warrant dismissal must include:-

- a) All requirements under section 6.6.1 where applicable.
- b) A full statement covering the misconduct or the accusations against the officer.
- c) Action so far taken by the Responsible Officer.
- d) A statement of the defence made by the officer, to exculpate himself.
- e) The comments of the Responsible Officer regarding the officer's defence.
- f) A recommendation on the course of action or punishment to be given to the officer.

N.B Remember to enclose (1) the officer's ACR folder.

(2) copies of all the relevant correspondence.

connected thereto.

6.7.20 **Interdiction**

The District Service Commission is mandated to note the interdiction of an officer interdicted by a Responsible Officer from exercising the powers and

functions of his/her office as per the Public Service Commission Regulation as amended . The submission should include the following:

- i) All requirements under section 6.6.1 (cross cutting issues), where applicable.
- ii) The District Service Commission Minute Number that offered him the present appointment.
- iii) Status of the officer in the service i.e. whether on probation or confirmed in his/her present appointment.
- iv) A full statement of the offence giving all pertinent facts connected thereto and photocopies of relevant documents connected with the offence.

6.7.21 Lifting Of Interdiction

As part of the disciplinary process, the District Service Commission is mandated to determine whether or not an officer's interdiction should be lifted on full pay. The Responsible Officer should therefore make a submission to the District Service Commission and wait for the response before lifting the interdiction of an officer on full pay. The submission should include the following:

- a) Reference to previous correspondence on the subject.
- b) Quote the District Service Commission Minute number under which the interdiction was noted.
- c) There should be evidence that the officer was administratively charged and given an opportunity to defend himself/herself in writing.
- d) A full statement giving justification as to the reasons for the lifting of the interdiction or any other appropriate disciplinary action should be taken and a recommendation to that effect.
- e) Relevant documents to justify or support the recommendation should be attached (a copy of charges preferred against the officer, his/her response or any other documents relevant to the case e.g. a receipt in case of refund of Government funds).

The administrative disciplinary procedure should be clearly separated from legal proceedings in the same matter and such a submission should not be affected or influenced by court proceedings per se.

6.7.22 Dismissal

A submission for dismissal of a public officer should include the following:

- a) All requirements under 6.6.1 (a) to (d).
- b) Background to the problem.
- c) A statement of charges and defence of the officer.
- d) Specific comments on the defence.
- e) Recommendation for dismissal.

6.7.23 Abscondment or Abandonment off Duty

A submission requesting the Commission to regard an officer as having abandoned duty and resigned accordingly should provide the following particulars:

- a) All requirements under section 6.6.1 (cross cutting issues), where applicable.
- b) The status of the officer i.e. whether on probation or confirmed in appointment quoting all relevant District Service Commission Minutes.
- c) A statement containing the following information:
 - i) The officer's problem in the office giving precise background information on the officer since employed.
 - ii) The exact date the officer ceased work or the exact date officer ceased to be paid or both.
 - iii) What action, if any, has been taken to assist the officer either settle on the job or if abscondment was sudden, the steps taken to trace his whereabouts and request him to report back for duty.
 - iv) Copies of all relevant correspondence in this regard to accompany submission.

6.7.24 Other Issues not Covered

Any relevant matter not covered or inquiry regarding the checklist should be addressed to the Secretary, District Service Commission for appropriate action.

6.7.25 CONCLUSION

The Checklist is intended to act as a guide and source of quick reference when making a submission to the District Service Commission. It should therefore be used in compliance with the existing law, rules and regulations in the Public Service. It is expected that with proper utilization of the checklist, the quality of submissions to the Commission will greatly improve thereby leading to effectiveness and efficiency in the processing of submissions to the Commission.

CHAPTER 7

7 PROCESSING OF SUBMISSIONS ON ADVERTISEMENT BY THE DISTRICT SERVICE COMMISSIONS

7.1 INTRODUCTION:

This chapter is designed to give the information required to produce a good advertisement.

7.2 PREPARATION OF ADVERTISEMENTS

On receipt of a submission requesting the District Service Commission to advertise a post, the Secretary to the District Service Commission should:

- 7.2.1 File the submission on the relevant file.
- 7.2.2 Establish whether the post under consideration has been declared on PSC Form I and is provided for in the relevant Council structure and Budget.
- 7.2.3 Check if the submission and draft advertisement made is complete and contains the following:-
 - (a) Department
 - (b) Title of post.
 - (c) Number of vacancies and date(s) of occurrence.
 - (d) Salary scale and grade.
 - (e) Qualification required.
 - (f) Experience (if required).
 - (g) Duties and responsibilities of the post.
 - (h) Age limit, if required.

7.2.4 Give the advertisement a serial number for the year, beginning, for example, from 1 year. For example, 1/2008, 2/2008, etc, if a number of posts are involved.

7.2.5 Prepare a preamble for the advertisement clearly stating:

- (a) Where the application forms may be obtained.
- (b) Where, and to whom, the applications should be posted/submitted indicating specific addresses where possible.
- (c) Modalities for submitting the applications like, serving officers to route their applications through their Heads of Department, acceptance of handwritten applications, attachment of photographs, etc., as the case may be.
- (d) The advertisements must be given a specific closing date for receiving applications.

7.3 VETTING OF JOB DESCRIPTIONS AND PERSONNEL SPECIFICATIONS TO CONFORM TO UNIFORM SET STANDARDS

7.3.1 Comprehensive standard Job Descriptions and Person Specifications are issued by the Ministry of Public Service. The contents of the advertisement (6.1.3 above) must be verified against these set standards. Where the job Description and Personnel Specification for a particular post is not available or clear, guidance and clarification must be sought on the matter from the Ministry.

7.3.2 After vetting the “draft advertisement”, the serialized and “faired draft” should be prepared and forwarded to the District Service Commission for final approval.

7.3.3 Once the “faired draft” is approved by the District Service Commission, the Secretary should produce the final copy for press release.

7.4 USE OF THE PRESS FOR ADVERTISEMENT

7.4.1 The press is used to advertise vacant posts for wider publicity in order to attract and elicit prospective applicants.

7.4.2 Newspapers, radio, Television, and website should be used to ensure wider coverage of the population.

7.4.3 As much as possible, where an advertisement is posted in the newspapers or on the website or internet, a grace period of a minimum of four weeks in which to receive applications should be given.

7.4.4 Where the radio or television mass media is used, the advertisement should be read/ displayed as many times as possible.

7.4.5 Job advertisements should be placed in the national media on working days i.e. from Mondays to Fridays but not on weekends or gazetted public holidays.

CHAPTER 8

8 THE SELECTION TECHNIQUES USED IN THE RECRUITMENT OF STAFF INTO THE PUBLIC SERVICE

8.1 INTRODUCTION

This chapter is designed to give a general outline of some of the selection techniques used in the recruitment of staff into the Public Service which can be adopted by the District Service Commissions.

8.2 SELECTION METHODS

The most commonly used tool of selection in the Public Service is the oral interview. The others include written examinations, validated aptitude tests, and confidential letters from referees, performance appraisal reports from supervisors and curriculum vitae.

8.3 CONSTITUTION OF SHORTLISTING OR INTERVIEWING PANELS OR BOARDS

8.3.1 In conducting business of interviewing or pre-selection, the Commission must first constitute itself into interviewing or pre-selection board(s)/panel(s), as the case may be.

8.3.2 The whole Commission may not need to sit to pre-select or interview candidates at all times. It is advisable that the Commission works in panels where the exercise involves many applicants or candidates.

8.3.3 The membership of any pre-selection interviewing panes/boards must consist of at least a Member of the District Service Commission who should be the Chairperson, a representative who is technically knowledgeable from the recruiting department in the District Council where the vacant post(s) to be filled is or are, or a technical expert in the relevant field from outside the department or Sector Ministry.

8.3.4 In addition, the panel/board must have a Secretary whose role should be:

- (a) To book and prepare the boardroom and waiting room in advance.
- (b) To avail working facilities like files, papers and pens to the panel members.
- (c) To organize the candidates and usher them in.
- (d) To render technical advice where necessary.

- (e) To write the record of proceedings and decisions made by the interviewing panel/board.

8.3.5 The boards/panels must be approved by the District Service Commission Chairperson.

8.4 **SHORTLISTING**

The District Service Commission Pre-Selection Panel/Board should convene to look at the applications together with all the supporting documents of the applicants and shortlist them accordingly. Only candidates who meet the requirements for the post advertised should be shortlisted.

8.5 **INVITATION OF CANDIDATES**

Short-listed candidates should be invited and be given at least a fortnight to prepare for interviews. In addition to invitation letters, e-mail messages, text messages, telephone calls or radio announcements should be used for informing short-listed candidates.

8.6 **INTERVIEWING**

- (a) There should be reasonable waiting facilities for the candidates. The room where the interviews will be conducted should have a good environment with no distraction such as noise or telephone interruptions, and the materials for reference should be readily available.
- (b) There is need to create the right atmosphere right from the start always knowing that both the interviewer and the interviewee are under mutual assessment.
- (c) There is need for the Chairperson to brief the Members of the Board/Panel about the objective of the interview and the Board/Panel should agree on the time to be spent on each candidate, the approach to adopt and allocate themselves areas or subjects to cover during the questioning of the candidates.
- (d) The members of the Interviewing Board/Panel should carefully prepare and properly structure their oral questions. The most positive and productive type of question is one that is open-ended. The question should be framed in such a way that the candidate is given the opportunity to expand on his or her response and give a full answer.
- (e) At the end of any interview, for each candidate, each panel member should declare his or her total marks to the Chairperson, which should be totaled together and the average made as per Section 8.4.1.

- (f) **Assessment of Scores:**
 - I) Oral
 - II) Written Examinations
 - III) Academic Achievement
 - IV) Performance Appraisal Reports.....
 - v) Total.....
- (g) At the end of every interview exercise, the panel must produce comprehensive interview proceedings with the order of merit and final recommendation to the full District Service Commission for consideration and final decision.
- (h) If the panel does not find suitable candidate(s) to fill the post(s), a recommendation should be put before the Commission for the post(s) to be re-advertised.
- (i) The panel should also have, where necessary, a reasonable reserve list of qualified candidates in case the selected candidates do not take up the appointments.
- (j) All Panels'/Boards' recommendations must be duly signed by the Chairperson of the panel/board.

8.7 CASE STUDY

A Case Study is an actual situation, the facts from which may lead to actual conclusions or conclusions that are generalisable to the real life circumstances of those taking part in the exercise. It emphasizes the value of practical thinking e.g. a candidate being interviewed for the post of Hospital Administrator may be asked to demonstrate how he would handle a strike situation by the hospital workers. Topics covered are normally of practical complex situation to work of the post.

8.8 IN-TRAY/IN-BASKET EXERCISE

This is a technique where cases are put in a tray and the applicant is assessed on how well he can handle the cases. For example, a candidate can be asked to assume that he or she is a newly appointed Town Clerk, how would he or she make quick decisions, or delegate work? The aim is to investigate how an individual sets priorities, delegates authority and generally manages time.

Normally basket exercises cover simpler topics where a candidate is asked to brainstorm on the question and give a quick response.

8.9 SIMULATION EXERCISE

Simulation is an interview technique which deliberately makes certain conditions that could exist in reality. It is an effective way to dramatise real life situations and covers simplified models of a process that is to be learned from the applicant being interviewed. The candidate's performance is evaluated in terms of how well the simulated task is performed or by how much of a particular performance competence the candidate possesses. An example can be a candidate is asked to work as a team member on production of a report under time and resource restrictions in competition with other teams. The intent is to gauge competencies of planning, organization and the assumption of leadership within newly formed teams or asking the candidate to make quick decision over a certain problem.

Candidates may be told to assume that they are employed in an organization and are asked to first study the background information provided. This includes a description of the purpose and function of the organization, organization charts and specific responsibilities. For example, a candidate being assessed for the post of Veterinary Officer may be asked how he would supervise and advise farmers on the construction of cattle dip tanks and spray races. Candidates are then asked to work on the situations, issues and propose solutions and actions. Candidates summarise their approaches in both oral and written presentations to the observation board..

However, mention should be made that it is almost impossible to duplicate a true life like situation e.g. in a sales representative position, the interviewer can never duplicate the same stress that the sales person will experience in the field.

8.10 WRITTEN EXAMINATIONS

8.10.1 General

- (a) Written examinations are administered for selection of candidates for entry into the Service, appointment on promotion to higher posts, and selection to undertake training.
- (b) Once the need for examination has arisen, the request is sent by a District Service Commission to the Public Service Commission to identify the examiners who are given copies of the job descriptions and specifications as well as the duties and responsibilities for the posts to be filled.
- (c) After moderation and approval of the examination papers and questions by the Public Service Commission, the examinations are administered to the candidates and the answer sheets collected and sent to the examiners for marking. The marked scripts are returned for the Public Service Commission decision.

- (d) Once the Public Service Commission has deliberated on and adopted the results, they are forwarded to the District Service Commission to be used in the selection process.

8.10.2 Advantages of Examinations

The main advantages of the written examinations techniques are as follows:-

- (a) The method serves as a very useful pre-selection tool in cases where job seekers are too many compared to the available jobs at a given time. Instead of interviewing every applicant, a properly organized pre-selection examinations help eliminate those who are unsuitable.
- (b) Written examinations help in the selection for promotions of public officers to higher positions and grades in the public service by supplementing the methods already in use i.e. oral interview method and staff performance appraisal reports assessment method.
- (c) From the performance of the candidates in written examinations it is possible to point out the weaknesses and gaps in their knowledge hence helping in identifying their training needs which can be addressed.
- (d) Public Service examinations encourage self and continuous education on the part of public officers to advance their careers.

8.11 RATING SYSTEMS FOR FIRST RECRUITMENT IN THE PUBLIC SERVICE

In the Public Service rating of candidates for first appointment is done on three parameters. These are: oral interviews, academic achievement (qualifications) and written or Aptitude examinations. Depending on the circumstances and need, the board may use one/two or all the three parameters.

8.12 SELECTION OF THE MOST SUITABLE PERSON FROM CANDIDATES WHO HAVE TIED UP IN AN INTERVIEW

8.12.1 In an attempt to untie the tie of two or more candidates who have scored the same mark or who were assessed at par, the following techniques may be applied:

- (a) Revisit the academic performance or profile of each candidate right from “O” Level to the highest level attained e.g. Diploma or Degree. In so doing, assign weights to the subjects studied and scores attached. For example, science subjects including English and Mathematics will carry more weight than Arts subjects or vice versa depending on the nature of the job.
- (b) Consider any additional relevant training and vocational working experience as additional advantage.

- (c) Consider and weigh any responsibility held while in school and also out of school (in curriculum and extra curriculum activities) which serve to reflect leadership qualities and abilities in the candidates in question.
- (d) Special consideration could as a last resort be accorded to certain candidates who are generally marginalized or disadvantaged in terms of social status (disabled, blind, orphaned, single-parent and/or low-income earner-parent, women etc...).

CHAPTER 9

9 ENTRY INTO THE PUBLIC SERVICE BY VARIOUS CADRES AT ALL LEVELS

9.1 INTRODUCTION

When posts are created or fall vacant, the recruiting institutions/authorities on request from authorized responsible officers recruit the most suitable persons to fill the posts. This chapter is, therefore, designed to guide the Local Governments in the recruitment process, various levels of entry in the service and how to determine the qualifications and training institutions which are legally recognized by Government.

9.2 RECRUITMENT OF HOLDERS OF UGANDA CERTIFICATE OF EDUCATION INTO THE PUBLIC SERVICE – “O” AND “A” LEVEL SCHOOL LEAVERS

9.2.1 In the recruitment process of holders of Uganda Certificate of Education, the District Service Commissions should observe the following:-

- (a) That vacancies exist and are provided for in the particular Local Government Budget;
- (b) The posts are advertised to attract many applicants for open and fair competition;
- (c) Working experience should not be a condition.
- (d) Candidates/applicants meet the minimum basic entry requirement;
- (e) Candidates must have the required number and combination of passes in accordance with Establishment Notices, Circular Standing Instructions and other regulations;

9.3 RECRUITMENT OF UNIVERSITY GRADUATES

9.3.1 In the recruitment, the following should be observed by the District Service Commissions:

- (a) That vacancies exist and are provided for in the particular Local Government's Budget;
- (b) The posts should be advertised to attract applicants for open and fair competition;
- (c) The applicants should be in possession of honors Bachelors degrees from recognized Universities/Institutions.

- (a) No working experience is required unless the post is at a promotional level.
- (b) The present entry point in the salary structure for University Graduates are stipulated in Circular Standing Instruction No. 2 of 2003, viz U4 for both professional and non professional graduates.

9.4 RECRUITMENT OF PROFESSIONALS

9.4.1 In the recruitment of professionals like Nurses, Technicians and Agricultural Assistants the District Service Commission should ensure that:

- (a) The vacancies exist and are provided for in the particular Local Government's Budget;
- (b) The posts are advertised to attract qualified applicants for open and fair competitions;
- (c) The applicants are in possession of Certificates/Diplomas from the Government recognized Training Institutions.
- (d) No working experience is conditionality unless the post is at a promotional level;
- (e) The current basic entry point in the salary structure are set out in Circular Standing Instruction No.2 of 2003, namely, as examples:
 - (i) Uganda Government Scale U7 for Certificate holders.
 - (ii) Uganda Government Scale U5 for Diploma holders.

9.4.2 All the professional posts should be filled by the already trained persons and NOT those to be trained or are partly trained.

9.5 RECOGNISED INSTITUTIONS

9.5.1 These are institutions which are registered and licensed by the Ministry of Education and Sports as training and or awarding Institutions. The Institutions are of the following categories:

- (a) Registered as UNEB Centers authorized to administer Uganda National Examinations Board Examinations e.g, Secondary Schools, Primary Schools and Tertiary Institutions etc.
- (b) Institutions of Higher Learning who have their own Examinations Boards approved by the Ministry of Education and Sports like, Public and Private Universities, Uganda Colleges of Commerce, National Teachers Colleges, etc.

9.5.2 Recognized Institutions also include, Government In-Service Training Institutions established in the various Government Ministries like Nsamizi Training Institute, Arapai and Bukalasa Agricultural Training Colleges, Veterinary Training Institutes, Health Training Institutions, etc.

9.5.3 Universities whose awards are recognized by the Government of Uganda

These are both private and public Universities licensed by Government.

9.6 RECOGNISED QUALIFICATIONS

9.6.1 These are awards given by the recognized Institutions and Bodies described in sub-section 9.5 above, like Uganda National Examinations Board, Uganda Management Institute, Makerere University, Institute of Teacher Education, Uganda Nurses and Midwives Councils, Fisheries Training Institute Entebbe, etc., in form of certificates, diplomas and degrees issued by the said Institutions and Bodies.

9.6.2 The certificates, diplomas and degrees are normally under Seal of the Institutions or Bodies e.g. Uganda Diploma in Business Studies, Uganda Certificate of Education, Certificate of Enrollment in Nursing, Makerere University degrees, etc.

9.6.3 There are also qualifications issued by recognized external or International Universities, Institutions and Examining Bodies in the Commonwealth Countries, U.S.A, etc. However, where there is doubt on any external qualification or Institution or Examining Body, the matter should be referred to the National Council for Higher Education that will determine the acceptability of the qualification.

CHAPTER 10

10 TRAINING OF STAFF IN LOCAL GOVERNMENTS

10.1 INTRODUCTION

Given the current global trends in general and the reforms in the Public Service in particular, there is need for every Local Government to develop a more effective and better equipped workforce for better and timely service delivery. Therefore, there is need to equip them with the required attitudes, knowledge and skills through training in order to cope with *the challenges*

10.2 TRAINING NEEDS ASSESSMENTS AND TRAINING PROGRAMMES

Training should be in line with the training programmes geared towards organizational needs and also carried out systematically according to the training policy. In order to obtain this objective, the Local Governments should:

- (a) Establish training/staff development committees which should be able to prepare annual training programmes and budgets as well as setting priorities for training due to limited resources.
- (b) Identify and assign a training liaison officer who with the managers and individual officers should carry out training needs assessment periodically.
- (c) (c) The training liaison officer should coordinate the training events with the training providers, maintain data bank of those trained and liaise with the relevant responsibility centres on standards and guidelines for training both locally and abroad.
- (d) No training programme should be designed before a thorough training needs assessment has been carried. This will ensure that training is focused on the real needs of the Local Governments.

10.3 INDUCTION PROGRAMMES/COURSES

10.3.1 Induction is necessary for all employees, whether young or old, new comers or those who have changed jobs or work within the service. The process of induction begins with the initial contract between the new employee and the organisations, as this is when first impressions are formed.

10.3.2 Local Governments should, therefore, ensure that induction programmes are organised to:

- (a) Welcome new employees into the Local Governments;
- (b) Enable the new employees get and understand certain basic information about their jobs and the work environment.

10.3.3 The Local Government employees need to know amongst other things, conditions of their employment, welfare, operations of the organization, work relationships, safety measures, organizational facilities, schemes of service, trade union and staff associations, and the pay system. These should be included in the induction programme.

10.4 SHORT TERM COURSES

10.4.1 This refers to training events/programmes of less than three months such as tailor-made programmes, refresher courses, in-house courses, seminars and workshops. At the end of such training programmes, participants are normally awarded certificates of attendance.

10.4.2 Short orientation and induction training events should be compulsory soon after entry into the service, and on transfer to a different department. These should be the first milestones on the career path of all cadres.

10.5 LONG TERM COURSES

10.5.1 This refers to courses of three months or more. The courses normally lead to the award of certificates, diploma or degrees.

10.5.2 It is officers who have been confirmed in their appointments only who shall be allowed to undertake long courses, and authority must be sought from the District Service Commission.

10.6 SPONSORSHIP

10.6.1 With decentralization of the personnel function Local Governments are responsible for identifying the training and development needs of their staff, specifying and implementing short, performance related training courses, encouraging on the job training programmes, development activities and evaluating the impact of such training.

10.6.2 The short term courses are to be basically funded by the Local Governments, and or assisted by donors.

10.6.3 Long term courses can be funded by Local Governments if budgeted for or respective Local governments may solicit for funding from Donor Agencies by liaising with the Ministry of Public Service, Ministry of Foreign Affairs and Ministry of Finance, Planning and Economic Development or the line Ministries.

10.6.4 Where there is insufficient staff in a cadre at any Local Government to justify the provision of a course, Local Governments Associations should be encouraged to run training courses for a number of Local Governments to make up the number.

10.6.5 Self sponsorship is also acceptable so long as the training is in line with the current policy and does not interrupt the service delivery of the Local Government in question.

10.6.6 Each Local Government must have a capacity building plan rolled over annually.

10.7 PERMISSION TO UNDERTAKE TRAINING

10.7.1 No staff should be allowed to go on training without seeking authority from the relevant Local Governments Authorities.

10.7.2 For short courses, staff applications should be routed through the Head of Department to the Chief Administrative Officer or Town Clerk who will in turn grant permission through the Head of Department.

10.7.3 For long courses, the Head of Department should liaise with the Chief Administrative Officer or Town Clerk who should make a formal submission to the Secretary District Service Commission, requesting the Commission to grant study leave to enable the officer proceed for the .

10.7.4 The submitting head of department should indicate the officer who will take over the responsibility of the officer proceeding for training.

10.8 BONDING OF STAFF BEFORE PROCEEDING FOR TRAINING

10.8.1 By Circular Standing Instruction No.3 of 1995 (Issued by the Head of Public Service), the Government position is that, prior to the commencement of any course, the sponsored officer should enter a bonding agreement with the Government, not to leave the Civil Service until after three years following his or her training. In the event of an officer choosing to leave the Service before the expiry of the three years, he or she must pay back in full the funds Government spent on training him or her.

10.8.2 Staff must therefore sign a bond agreement before undertaking long courses. The “**Bond Agreement**” form specimen is attached as appendix II to these guidelines.

CHAPTER 11

11 REFERENCE DOCUMENTS FOR DISTRICT SERVICE COMMISSIONS

11.1 INTRODUCTION

In order to enable the District Service Commission operate effectively, the following reference documents must be availed for the day – to-day expectations of the District Service Commission:-

In the performance of its functions, the DSC conforms to the standards, terms and conditions of service established and prescribed by the Public Service Commission for the public service generally, as provided under Articles 198 (5) and 200 (2) of the Constitution and Sections 57 (8) and 61 (1) of the Act.

11.2 KEY REFERENCE DOCUMENTS

In the day to day work of the Commission, the following are some of the key documents to be consulted:

- (a) The Constitution
- (b) Local Government Act
- (c) The Public Service Act
- (d) The Public Service Commission Act
- (e) The Health Service Commission Act
- (f) The Education Service Commission Act
- (g) Government Standing Orders
- (h) Education Service Commission Regulations
- (i) Public Service Commission Regulations
- (j) Guidelines from the Public Service Commission to District Service Commissions.
- (k) Guidelines on the recruitment of staff from the Health service Commission
- (l) Other guidelines from Sectors/Ministries
- (m) Code of conduct and Ethics for Public Officers
- (n) Single Spine Salary Structure
- (o) Job Descriptions for Local Government of 2005
- (p) Job Descriptions for Support Staff
- (q) Schemes of service for common cadre staff.
- (r) Training Policy
- (s) Competence Dictionary

The DSC also uses the following standard forms in its operations:

- (a) Public Service Form 1.
- (b) Public Service Form 2.
- (c) Public Service Form 3.

- (d) Public Service Form 11.
- (e) Education Service Commission Form 1.

11.3 THE IMPORTANCE OF MAINTAINING PROFESSIONAL STANDARDS IN THE WORK OF THE DISTRICT SERVICE COMMISSION

11.3.1 In the execution of their functions, the District Service Commissions are required to conform to the standards prescribed by the PSC as per Articles 198 (5) and 200 (2) of the Constitution and Section 55 (2) and (7) of the Local Governments Act, Cap.243. Therefore, maintaining National standard ensures uniformity, consistency and standardization of the recruitment and other Human Resource processes.

11.3.2 Uniformity of standards can be maintained in the District services by abiding or adhering to the established principles, regulations and procedures while handling Human Resource issues. This calls for all appointments, selections, placements, confirmations, promotions, disciplinary actions, among others to be based on:

- (a) Merit
- (b) Equity
- (c) Natural (fair) justice, and
- (d) Openness and transparency.

For example:

- (a) Recruitment or appointment must be made on the basis of availability of vacancies as per the Approved Structures.
- (b) Vacant posts must be advertised openly through appropriate media with large coverage to attract adequate applicants
- (c) There should be professionally drawn up Job Descriptions and Personnel Specifications for each job category, copies of which should be available in the offices of the Chief Administrative Officer, Town Clerk and District Service Commission to serve as a point of reference all the time. However, there is need from time to time to amend the job description to fit the demands of the changing situation
- (d) Staff deployment or placement must be in accordance with the post to which the person was appointed i.e. the right person in the right place at the right time.
- (e) Local Governments are required to adhere to a standardized and uniform Scheme of Service designed for all cadres by the Centre. This will go a long way to ensure uniformity in staff development throughout the country.
- (f) Confirmation in appointment should be done as soon as the officers are due.

CHAPTER 12

12 PROCEDURES FOR DISCIPLINING OFFICERS

12.1 INTRODUCTION

This chapter puts together information which will assist the District Service Commissions, Responsible Officers and action officers in ensuring that disciplinary cases are not only handled promptly but also consistently and in accordance with the law of natural justice.

Discipline should be seen positively as regulation of human activities in order to achieve controlled performance and not necessarily only negative aspects of punishment which may be necessary in order to prevent human failure to perform. The main objectives of discipline, therefore, are:-

- (a) To assist achieve and maintain higher standards of performance or improve deteriorating performance.
- (b) To deter indiscipline.

The key issues in discipline are clearly defined rules and procedures, the need to exercise judgement on whether to dismiss or apply other lesser form of disciplinary action which is appropriate in the circumstances of a particular case. Rules and procedures are, therefore, important in that:-

- (a) They are necessary for the promotion of fairness in the treatment of individuals, the conduct of employee relations and setting standards of conduct of work.
- (b) Procedures help ensure that standards are adhered to, and provide a fair and consistent method of dealing with alleged failures to observe them.

12.2 HANDLING OF DISCIPLINARY CASES

As stated above, the rules and procedures in exercising disciplinary control in the Public Service are enshrined in the Constitution and Local Governments Act. The rules and procedures are, however, operationalised by the Public Service Commission Regulations, and the Uganda Government Standing Orders.

(a) **Preliminary Disciplinary Action**

Where a Responsible Officer considers that it is necessary to institute disciplinary proceedings against an officer, the Responsible Officer may preliminarily interdict or suspend the officer from the exercise of his or her duties as the case may be in order to pave way for investigations in order to establish the facts on allegations against the officer, which if proved;-

- i) may justify dismissal from the Public Service, or
- ii) may lead to some other lesser punishment than dismissal.

Interdiction and suspension are already defined in Chapter One of these guidelines. However, rules and procedures to be followed in their execution and handling the misconduct justifying or not justifying dismissal as provided in the Public Service Commission Regulations.

(b) Interdiction as Amended by S.I of No.34 of 1993:

- (i) Where a Responsible Officer considers that public interest requires that a public officer ceases to exercise the powers and functions of his or her office, he or she shall interdict the officer from exercising those powers and functions; if disciplinary proceedings are being taken or are about to be taken or if criminal proceedings are being instituted against him or her.
- (ii) A public officer who is interdicted shall receive such salary, not being less than half his or her salary, as the Responsible Officer shall think fit.
- (iii) Where disciplinary or criminal proceedings have been taken or instituted against an officer under interdiction and such officer is not dismissed or, as the case may be, convicted as a result of such proceedings, the whole of any salary withheld under the provisions of paragraph 2 of this regulation shall be restored to him or her upon the termination of such proceedings.
- (iv) An officer who is under interdiction may not leave Uganda without the permission of the Responsible Officer.
- (v) Where a public officer has been interdicted by a Responsible Officer, investigations into the conduct of the public officer should be speeded up and brought to conclusion within a period of:-
 - Three months for offences under investigations by the District Administration or Urban Council, or Auditor General, and not involving the Police and/or Court of Law.
 - Six months for offences requiring or involving the Police and/or Court of Law.
- (vi) The Responsible Officer shall make a detailed report to the Secretary, District Service Commission or Secretary , Public Service Commission in the case of Chief Administrative Officers, Deputy Chief Administrative Officers, Town Clerks and Deputy Town Clerk of City and Town Clerks of Municipalities on the circumstances that have led to the:
 - Interdiction of the officer including a statement of the allegations and charges, if any, framed against the officer, a copy of letter of

interdiction and the disciplinary and/or criminal proceedings which are being taken or about to be taken against him or her.

- Lifting of the interdiction of the officer including the defence of the officer, if any, detailed report on the investigations carried out, a copy of the court charge(s), proceedings and judgement of the case against the officer and a copy of letter lifting the interdiction.

(vii) The supervisor must analyse lines of the statement of defence and file his or her comments or observations.

(c) **Suspension on Criminal Offence(s)/Conviction:**

Where a public officer has been charged/convicted on a criminal charge the Responsible Officer may, if he considers it to be in the public interest, suspend the officer from the exercise of the powers and functions of his/her office and may direct what proportion, if any of the emoluments such officer shall be paid to him/ her pending consideration of his or her case under the provisions of the Regulations.

(d) (i) **Report of Institution of Criminal Proceedings as**

Amended by S.I No.34 of 1993:

If criminal proceedings of a nature warranting disciplinary proceedings are instituted in any court, against a public officer, the Responsible Officer shall forthwith report the facts to the Secretary, District Service Commission with a statement whether the Officer has or has not been interdicted from the exercise of his powers and duties.

(ii) Notwithstanding the institution of criminal proceedings in any court against a public officer under paragraph (d) (i) above, proceedings for dismissal upon any grounds in a criminal charge may be taken against that officer and the decision of the Commission under this paragraph shall not in any way be influenced by the decision of the court.

(e) **Powers of Commission to Review its Decision:**

The Commission may, on the discovery of any new and important matter of evidence which was not within its knowledge or could not be produced before the Commission at the time when its decision under paragraph (d) (ii) above was made, review its decision and make any other decision that it considers fit and may, in particular, impose a higher or lower punishment as the case may require.

(f) **Procedure When Criminal Offence May Have been Committed**

If it comes to the notice of a Responsible Officer that a criminal offence likely to warrant disciplinary proceedings may have been committed by a

public officer, the Responsible Officer shall consult the Director of Public Prosecutions/Court Prosecutor as to whether he or she intends to institute criminal proceedings against the officer. If the Director of Public Prosecutions/Court Prosecutor does not institute criminal proceedings against the officer, the Responsible Officer shall consult the Solicitor General/Resident State Attorney as to whether disciplinary action should be taken under the provisions of the Regulations. If the Solicitor General advises that disciplinary action should be taken, the Responsible Officer shall forward to the officer, with a copy to the Solicitor General/Resident State Attorney a statement of the charge or charges against him or her together with a brief statement of the allegations on which each charge is based in so far as they are not clear from the charges, and shall call upon him or her to state in writing, within fourteen days, any grounds on which he or she relies to exculpate himself or her herself.

(g) **Decision on Disciplinary Proceedings to be communicated to Officer Concerned:**

Where proceedings have been taken against a public officer under the provisions of the Regulations, such officer shall be informed:-

- (i) of the decision on each charge which has been preferred against him or her; and
- (ii) of the penalty (if any) or other punishment to be imposed.

12.3 MISCONDUCT JUSTIFYING DISMISSAL AS AMENDED BY S.I NO.34 OF 1993:

- (a) Where a Responsible Officer considers it necessary to institute disciplinary proceedings against an officer on the grounds or misconduct which grounds, if proved, would justify the officer's dismissal from the public service, the Responsible Officer shall, after preliminary investigations that he or she considers necessary, forward to the officer, with a copy to the Solicitor General/Resident State Attorney together with a brief statement of the allegations on which each charge is based in so far as they are not clear from the charges, and shall call upon him or her to state in writing, within fourteen days, any grounds on which he or she relies to exculpate himself or herself.
- (b) If the officer does not furnish a reply to any charge forwarded under the provisions of paragraph 12.2.1 (i) above within the period specified or if in the opinion of the Responsible Officer he or she fails to exculpate himself or herself, the Responsible Officer shall forward to the Secretary, District Service Commission copies of his or her report, the statement of the charge or charges, the reply, if any, of the accused officer and of his or her own comments thereon.

- (c) If, upon consideration of the Responsible Officer's report, the District Service Commission is of the opinion that proceedings for the dismissal of the officer should be continued, it shall enquire into the matter in such a manner as it deems fit.
- (d) The District Service Commission shall inform the accused officer that on a specified day the charges made against him or her will be investigated and that he or she will be allowed or, if the District Service Commission so determines, will be required to appear before it to defend himself/herself. The District Service Commission shall give the accused officer a fair hearing.

12.4 Misconduct not Justifying Dismissal:

- (a) Whenever a Responsible Officer considers it necessary to institute disciplinary proceedings against an officer but is of opinion that the misconduct alleged, if proved, would not be serious enough to warrant dismissal under the provisions of the Regulations, he or she shall after such preliminary investigations as he or she considers necessary, forward to the officer a statement of the charge or charges against him or her and shall call upon him or her to state in writing before a day to be specified any grounds on which he or she relies to exculpate himself or herself.
- (b) If such officer does not furnish a reply within the period specified or does not, in the opinion of the Responsible Officer exculpate himself or herself, the Responsible Officer shall forward to the Secretary, District Service Commission a report on the case together with copies of the charge(s) framed against the officer, the officer's reply, if any, and his or her own recommendations.
- (c) If, on consideration of such report including the grounds, if any, upon which such officer relies to exculpate himself/herself, the District Service Commission is of the opinion that no further investigation is necessary, it may forthwith determine the penalty, if any, which should be inflicted on such an officer.
- (d) If the District Service Commission on consideration of any such report submitted to it by the Responsible Officer, is of the opinion that the matter should be further investigated, it shall enquire into the matter in such a manner as it thinks fit.
- (e) The District Service Commission shall inform the accused officer that on a specified day charges made against him or her will be investigated and that he or she will be allowed or, if the District Service Commission so determines, will be required to appear before it to defend himself or herself.

The District Service Commission shall give the accused officer a fair hearing.

12.5 Retirement in Public Interest:

- (a) Notwithstanding the provisions of the Regulations, if a Responsible Officer considers that a person to whom the Regulations apply should be retired from the Public Service on the grounds of public interest he or she shall:
- obtain from the Responsible Officer under whom the officer served reports as to his or her work and conduct; and
 - allow the officer an opportunity of considering such reports and of showing cause why he or she should not be retired from the Public Service.
- (b) If the Responsible Officer, after considering the officer's statement and having regard to all the circumstances of the case, is of the opinion that such an officer should be retired from the Public Service in the public interest, he or she shall forward to the Secretary, District Service Commission the reports in pursuance of paragraphs 12.2.2 (i) above and the statement of the officer, together with his or her own recommendation. The District Service Commission shall determine the action, if any, to be taken against the officer.
- (c) If, upon consideration of the above report made by a Responsible Officer in pursuance of paragraph 12.2.3 (ii) above, the District Service Commission is of the opinion that the facts disclosed warrant the institution of proceedings for the officer's dismissal or the imposition of some lesser penalty than dismissal, the District Service Commission may direct the Responsible Officer to institute proceedings against the officer under the provision of the relevant Regulations as may be appropriate.

12.6 Procedure on Criminal Conviction as Amended by S.I of 1993:

- (b) If an officer to whom Regulations apply is adjudged guilty of a criminal charge likely to warrant disciplinary proceedings, the Responsible Officer shall forward a copy of the charge and the judgement, together with the proceedings of the court if available, and his or her recommendations to the Secretary, District Service Commission.
- (c) The District Service Commission shall determine whether the officer shall be subjected to disciplinary punishment on account of the conviction for the offence without the proceedings prescribed in the Public Service Commission Regulations 43, 44 and 45.

12.7 PUNISHMENTS WHICH MAY BE INFLICTED BY THE DISTRICT SERVICE COMMISSION

- (a) The District Service Commission may inflict one or more of the following punishments upon any public officer as a result of proceedings under the provisions of the Public Service Commission Regulations:
- i. dismissal;
 - ii. retirement in the public interest;
 - iii. reduction in rank or seniority;
 - iv. reduction in salary;
 - v. stoppage of increment;
 - vi. withholding of increment;
 - vii. deferment of increment;
 - viii. severe reprimand;
 - ix. reprimand;
 - x. recovery of the cost or part of the cost of any loss or damage caused by default or negligence.
- (b) Nothing in the Regulations shall:-
- (i) limit the powers conferred by the Regulations to retire a public officer from the Public Service on the grounds of public interest;
 - (ii) restrict the authority of a Responsible Officer, subject to any instructions issued by the Secretary to the Treasury, to order the recovery of the cost or part of the cost of any loss or breakage caused by any default or negligence; or
 - (iii) restrict the authority of a Responsible Officer, to stop the pay of a public officer who has been absent from duty without leave or without reasonable excuse (after giving to such officer, where practicable, an opportunity to be heard) an amount which bears the same proportion to his annual pay as such period of absence bears to one year.

12.8 REPORT OF UNSATISFACTORY CONDUCT OF OFFICER SERVING ON AGREEMENT/CONTRACT TERMS

- a) If a Responsible Officer considers that the conduct of an officer who is serving on contract or agreement is unsatisfactory, he or she will report the matter to the District Service Commission and the District Service Commission shall determine what action, if any, should be taken regarding the officer in respect of whom the report has been made.
- b) Nothing in this Regulation shall affect the power of District Service Commission to terminate any contract or agreement in accordance with the terms or conditions contained therein.
- c) The reports to the DSC shall contain an explanation as to what steps have been taken to assist the officer to improve his/her performance.

12.9 SERVICE OF DOCUMENTS

Where under the provisions of the Regulations:-

- i) It is necessary either:
 - to serve any notice, charge or other document upon a public officer, or
 - to communicate any information to any public officer by reason of such officer having absented himself or herself from duty; and
- ii) It is not possible to effect such service upon or communicate such information to such officer personally, it shall be sufficient if such notice, charge or other document, or a letter containing such information, is served upon such officer by registered post to his or her known address.

CHAPTER 13

13 REGISTRY PROCEDURES

13.1 INTRODUCTION

Under the Local Governments Act Cap.243 Local Governments have been made formally responsible for their own personnel and financial management systems, and are, therefore, expected to build complete personnel records on every staff to provide an essential working tool for effective personnel management on a day to day basis. This will support such functions as promotions, training, discipline, pensions, staff inspection and so on.

The provisions of Section 99 of the Local Governments Act, Cap.243, also requires Local Governments to maintain books of accounts, records on stores and other documents which should be made available when required for inspection.

It is against the above background that there is need for establishment of proper registries for management of information in the Local Governments. This Chapter is, therefore, to highlight some of the important aspects of registry procedures.

It is hoped that, effective application of these procedures will enable the maximum use of information, improve, the security of information, avoid duplication of work and duplication of records.

13.2 INFORMATION MANAGEMENT

13.2.1 Effective systems for creating, storing, maintaining and retrieving manual records are vital for the success of any organization. Information is power and should, therefore, be well organized for effective decision making. Local Governments should establish **REGISTRIES** for management of proper records.

13.2.2 Government records include any information captured in reproducible form that is required for conducting business, e.g.

- (a) Correspondence
- (b) Reports
- (c) Manuals
- (d) Forms
- (e) Maps and drawings
- (f) Inventories
- (g) Tables and spreadsheets.

13.2.3 These are records or information which should be looked after by the registry. Registry management should be concerned with all types of records regardless of storage medium or content.

13.2.4 The information life-cycle

This is described and classified in the public service as follows:-

- (a) **Current Records:** Are those records which are needed to conduct Government business on a day to day basis. These records must always be easily accessible within the registry.
- (b) **Semi-Current Records:** Are records which are not referred to as often as current records. They must still be under the jurisdiction of the registry, but may be stored outside the main registry office in a room referred to as a Records Centre.
- (c) **Non Current Records:** Are records which are rarely looked at. They should not be stored within the current registry files. These are records that are appraised later to determine their value for permanent preservation as Archives.
- (d) Archival Records are kept for their cultural value for the historical development of the nation and may also be used by national and international scholars and researchers.

13.2.5 Purpose and Responsibilities of a Registry

A Registry as the administrative centre for the control of all records, documents and information required by the Local Government for the operation of its work, must be the place where active records of the Government are managed and where the files for the Local Government are kept and arranged in a filing system.

13.2.6 The essential duties of the registry staff should be:

- (a) Receiving and opening mail.
- (b) Placing mail and other papers on file.
- (c) Retrieving and replacing files.
- (d) Opening of new files.
- (e) Keeping records of file movement.
- (f) Ensuring that information is always available.

13.2.7 The Registry procedures should be defined to ensure that:

- (a) Government records are protected.

- (b) Records are complete, secure and accessible to authorized users.
- (c) Records can be efficiently retrieved.
- (d) Records likely to be of long term value are preserved in archives.
- (e) Government statutory requirements are met.
- (f) Unwanted records are disposed off.

13.2.8 For an effective management of the records function in the Local Governments, the Registry staff should be trained among others in the following areas:

- (a) Basic registry procedures.
- (b) Office practice for registries.
- (c) Indexing for Registry files.
- (d) Management skills for senior registry staff.

13.3 FILING SYSTEM

13.3.1 Like other office systems, a filing system is a combination of people, equipment and procedures. It is absolutely vital for the District authorities that before introducing a filing system the above mentioned needs (people, equipment, procedures) are appreciated.

13.3.2 When establishing a filing system thought must be given to the following:-

- (a) Degree of simplicity.
- (b) Logical operations (procedures).
- (c) Ease of supervision.
- (d) Training necessary to operate the system.
- (e) Equipment factors.
- (f) Ease of introduction of changes.
- (g) Users' satisfaction (organization information needs).
- (h) Reliability.
- (i) Speed of information retrieval.

- (j) Segregation of information requiring special protection.

13.3.3 Types of Filing Systems:

There are several types of filing systems but the following are commonly used which the Local Governemnts should adopt as appropriate:-

(a) **Alphabetical**

This is where each main subject is in alphabetical order and each item within each of those subjects is also in alphabetical order. No numbers are allocated to the files i.e.

- i. Audit
- ii. External
- iii. Internal
- iv. Budget
- v. Allocations
- vi. Control
- vii. Requests
- viii. Revision

(b) **Numeric**

This is where consecutive numbers are allocated to new files. The allocation can be according to function, series, subject and item. It can also take the form of a hierachial arrangement or a continuous sequence (particularly for one homogeneous series) e.g.

- (i) Files should be given volume numbers so that after a volume, the new file maintains the reference number, but is given a new volume.
- (ii) All subjects dealt with are contained in one large series of numbers, e.g. 90000 to 99999. Blocks of the series should then be allocated to broad categories of work, like 93001-93400 Submissions to a District Service Commission within each block, specific numbers should be allocated for specific subjects e.g. 93202 Submissions to District Service Commission: Health Department.
- (iii) In a continuous numbering method, as each file is opened, it should be given the next number in the sequence regardless of what its subject matter is e.g.:

641 – General staff meetings

642 – Confirmation in appointment

643 – Appointment of support staff, etc.

(iv) The system must be supplemented by an alphabetical index of key words in the file title. This method is good for staff personal files, where the subject matter is essentially the same but each file related to a different person e.g.:

1051 – Bagenda E

1052 – Nyafwono B

1053 – Kintu A

1054 – Kintu D

(c) **Alphanumeric**

(i) This method uses both letters and numbers to identify a subject or function. It is the most commonly used in the central government.

A letter or letters indicate the main subject e.g.:

DAP – District Administration Police

R – Recruitment.

A serial number is added for a particular item e.g.:

DAP/D – District Administration Police: Discipline

R/I – Recruitment: In-service officers.

(ii) Each Department is allocated a numeric code which should appear on all the file covers originating from it e.g.:

9 - Health

30 – Agriculture, etc.

(iii) Numbers are then allocated to specific subjects and specific items. In general, the number of elements to reference should be restricted to four for easy reference and avoidance of unnecessary complication.

(iv) **Points to note:**

- When a subject is closed and a file weeded out; the number should not be given to another subject as this may cause confusion.
- On creation, a file should be given a volume number so that a new volume in the same subject is given the next volume but maintains the original file number.
- Avoid duplication i.e. allocating two numbers to one subject.
- If files are stored numerically, the Index should be arranged alphabetically.

(d) **Functional Filing System:**

(i) In this system, records should be grouped and maintained according to the functions to which they relate. The functional categories should reflect an organisation's purpose, missions, programmes, projects and activities. Functional arrangement makes it easier to make changes like additions, deletions or modification.

(ii) The commonly used functional filing system uses alphanumeric filing method where alpha is a simple indication of the function, i.e.

FIN – Finance

ACC – Accounts

ADM – Administration

(iii) The element should be limited to broad functions for ease of clarity while a close definition of the contents of the file can be indicated as

FIN 1 – Accounts

FIN 2 – Pay

FIN 3 – Allowances

(iv) The series do not need to be in alphabetical order of the subjects while a closer definition of the subject matter can be made as:

FIN 2/1 – Pay: Income Tax

FIN 2/2 – Pay: Deductions.

13.4 SECURITY OF GOVERNMENT INFORMATION

13.4.1 Why Security is Necessary:

Security of information is needed because confidential information must be protected and information must not be lost through accidental theft or bad registry management. Although it is necessary to protect information from unauthorized access, security measures should not inhibit the efficient use of information.

13.4.2 Responsibilities

- (a) All staff receiving, preparing, handling or accessing government information must safeguard its security by applying the security grading that is needed and follow security procedures.
- (b) All action officers and registry staff must ensure that all staff are aware of the security grading system and apply them properly.

13.4.3 The Security Grading System:

- (a) Security grading must be applied to reflect confidentiality and sensitivity of the information. Theft and sabotage are not “**natural**” disasters as are fires and floods, but are disastrous as records are destroyed. Such security violations whether intentional or by negligence, are both easy to prevent.
- (b) Negligence can be combated with a strong awareness programme coupled with a certain amount of vetting while intentional security violations can be combated with vetting of staff and provision of standard forms of protection devices.
- (c) Security precaution for buildings, equipment and person which can be applied include the following.
 - (i) Automatic security alarms.
 - (ii) Locks on all doors and windows.
 - (iii) Strict supervision of non staff who enter the building especially cleaners and maintenance workers.
 - (iv) Tightly locking all rooms which contain mainframe or personal computers, power locks, etc.
 - (v) Confidential destruction of classified records such as shredding or burning.
 - (vi) Data encryption.

- (vii) Extreme care should be taken when handling any floppy or hard discs or magnetic tapes.
- (viii) Computer records should have controlled access through the use of passwords, i.e. 14, 12, etc.

13.4.4 Security Classification of Information:

- (a) **Top Secret** – These are information and material the unauthorized disclosure of which would cause exceptionally grave danger to the nation. The registry should not be responsible for these files. They should be kept by the Chief Administrative Officer or Town Clerk or nominated deputy.
- (b) **Secret** – These are information and material, the unauthorized disclosure of which would cause serious injury to the interests of the nation. The files are kept by the Chief Administrative Officer or Town Clerk.
- (c) **Confidential** – These are information and materials, the unauthorized disclosure of which would be prejudicial to the interests of the nation. They are files which should be kept in the security registry.
- (d) **Restricted** – This is information which is made available to officers dealing on the subject but restricted to anyone else. These records are filed in open files and kept in the open registry.

13.4.5 Marking of Classified Files:

- (a) Classified files must be easily recognized by use of distinctive colours and must follow the common standard used in Government:
 - Top Secret - Red
 - Secret - Blue
 - Confidential - Green
 - Restricted - Brown
- (b) The security classification of a document should be prominently shown at the middle of the top and bottom of each page.
- (c) Sound classification is essential to guide security and everyone responsible for classifying a document must realize that harm can be done by grading a document too high as well as by grading it too low.

13.4.6 Handling of Classified Records

- (a) They must be sealed in two envelopes when transmitting/dispatching them from one place/person to another. The inside envelope should bear the appropriate security classification and the name of the specific recipient.
- (b) It must be conveyed from person to person and to the recipient personally and should be opened and kept only by him/her personally, no delegation, and if it must be returned to the source, it should be done only by the recipient personally.

13.5 FILE CENSUS

13.5.1 This is a survey which must be carried out weekly by the registry staff to ascertain the location of circulating files and ensure that the registry is aware of the location of all files within its jurisdiction.

13.5.2 There are three methods that may be used to take a file census.

(a) **Method 1**

- Visits should be made by the registry staff on a weekly basis to all officers that it serves.
- A note should be made of all the files within the offices.
- The list should be checked in the registry and file movement record cards updated if the file has been passed on to another action officer.

(b) **Method II**

- Present a list of files to the officer who is known to have the files.
- Request confirmation of which files are to be retained. This works well with officers who cannot accommodate registry personnel in their office. Their secretaries can check the list and confirm whether or not they have the files. If the files have already been passed on, all relevant records should be updated.

(c) **Method III**

- Prepare a form for the officer or his or her Personal Secretary to complete. The form should ask for the titles and reference numbers of all the files which the officer has. If the officer is willing to fill the form regularly, the registry staff need not come into his or her office.

It is good practice to return files and check the order on the shelves daily. This is called shelf reading. Never let a backlog of filing build up.

13.5.3 Weeding Files:

The registry must be able to maintain an orderly collection of files and not allow gradual accumulation of records, which are old, duplicates or out of date. Such records should be weeded periodically. This is where:-

- Duplicate records should be identified, removed from the collection and burnt or shredded for recycling.
- Out of date brochures, office notices, should be removed from the collection and burnt or shredded for recycling.
- Records that are very old (i.e. early volumes or policy files) should be removed from the main collection of active records, tied in bundles and stored separately.
- A note should be made on the subject index card that the volumes of files have been removed from the main collection of files. Also, a note should be made on the file cover of the most recent volume remaining in the filing system concerning existence of previous volumes and their locations.

13.5.3 It is necessary that each Local Government takes active measures to ensure that registry procedures are observed and maintained in the management of one of the government's most important assets: information.

Every Local Government should, therefore, make sure that the right information is available to the right people at the right time at the least possible cost for effective service delivery to the citizens.

13.6 ARCHIVES

13.6.1 Archives are centres where archival records are kept. Government archival records are records of historical value to the Government which should be preserved permanently.

13.6.2 The Districts should establish archives to store important old records, which could be used in future for research, etc.

13.6.3 Before records are destroyed, their values should be appraised. Those that have enduring value should be transferred from the Registries and libraries to archives or National Documentation Centre.

13.6.4 The records that have no enduring value should be appraised with a view to destruction. If any record is to be destroyed, the Chief Administrative Officer or the Department Head has to authorize the destruction with a notice.

13.6.5 For proper management and maintenance of archives, an Archivist should be employed. This will lead to secure and cost effective protection of and accessibility to important old Government information in the District.

CHAPTER 14

14 ASSESSMENT OF PUBLIC OFFICERS' PERFORMANCE

14.1 INTRODUCTION

14.1.1 This chapter is designed to give insights into the Annual Performance Appraisal Reports that is in use currently.

14.2 OPEN APPRAISAL SYSTEM

14.2.1 This is an appraisal system which has been introduced in the Uganda Public Service until 2003. It was introduced following the introduction of ROM. Open appraisal of employees focuses on performance assessment and employee development.

14.2.2 Open appraisal system allows the Reporting Officer to discuss the work of the officers being reported on openly, frankly and objectively. It focuses on measuring performance against agreed objectives and on the work qualities and skills required to perform successfully.

14.2.3 Areas of strengths and weaknesses are identified and if there are areas of difficulty, they are discussed between the appraiser and appraisee on how to overcome them. The appraisal document must be signed by the supervisor, the individual and countersigned by the supervisor's manager.

14.2.4 In open appraisal system, the employees have the right to receive feedback on their performance from their superiors and know what is expected of them in future, and also to be supported through training, counseling, etc.

14.2.5 Public officers also have the advantage of having the opportunity and responsibility to evaluate their own performance and development and raise areas of concern with their supervisors.

14.2.6 The Open appraisal system calls for an annual interview of staff members by the manager/supervisor, which should take the form of a discussion in a two way communication designed to:-

- (a) Know how and why the individual has performed in such a manner since the last review.
- (b) Discuss the year ahead and the likely changes, opportunities and challenges.
- (c) Agree on specific key objectives for the next twelve months and record this in form of action plan.

- (d) Discuss long-term career aspirations and agree on a personal development plan to reflect both the individual's short-term and long-term development needs.

17.4 USE OF ANNUAL PERFORMANCE APPRAISAL REPORTS

14.4.1 The staff Performance Appraisal Reports (APRs) are used to assess the performance of public officers for the following reasons:

- (a) Confirmation in appointment for officers who have been appointed on probation.
- (b) Promotion to higher posts.
- (c) Taking disciplinary action.
- (d) Selection of staff for training.
- (e) Retention and removal of staff.
- (f) Job rotation and transfers/deployment within the service.
- (g) Assignment of duties.
- (h) Identifying potential officers for development.

14.4.2 **Management also uses the APRs to:**

- (a) Keep record of performance and characteristics of public officers.
- (b) Validate selection procedures.
- (c) For management development by identifying the strengths and weaknesses of public officers.

CHAPTER 15

15 PUBLIC LIBRARIES

15.1 INTRODUCTION

It has been said that knowledge is power. One of the most important sources of knowledge is stored in libraries, hence the need for each and every Local Government to have a library which would provide a dependable source of knowledge and information for its public officers

15.2 LIBRARY USE

The role and objectives of the Public Libraries in the Districts and Urban Councils should include the following:-

15.2.1 To support informal and formal education of the District and Urban Council staff (DSC in particular) by providing reading materials.

15.2.2 To provide conducive environment for reading and studying (for self development).

15.2.3 To support literacy campaigns by providing materials and necessary facilities to enable the District and Urban Council staff improve and acquire new knowledge and skills on various aspects of their work and lives.

15.2.4 Libraries are centers of documented information which also opens close communication to the outside world.

15.2.5 In order to perform the above roles/functions, the District and Urban libraries should be able to provide the following services:-

- (a) **Technical services:** The libraries should be able to obtain, organize and process library materials for use i.e. selection of materials, ordering, receiving, assessing, stamping, owners marks, cataloging and classification, etc.
- (b) **Extension Services:** These are activities which are undertaken with the objective of bringing books and readers in close contact.
- (c) **Other Services:** These are facilities provided by a library for use of materials and the dissemination of information. They include the following:-
 - (i) Reference and reading room facilities like giving assistance to the readers in their search for information and seating.

- (ii) Lending services, like lending library materials for home reading, issue of documents and inter-library loans.
- (iii) Advisory services of providing reading guidance and advice to individuals in selection of documents for study.
- (iv) Bibliographic services to guide a reader to actual information such as catalogue documents, accession lists, etc.

15.3 READING MATERIALS

15.3.1 The Public Service operates with written literature which range from published booklets to correspondences and forms used in conducting government business.

15.3.2 Whether published or not, bound or not, reading materials need to be stored and protected from unwarranted destruction.

15.3.3 The reading materials which the District and Urban Council libraries are expected to stock include:-

- (a) Text books
- (b) Journals
- (c) Periodicals
- (d) Pamphlets
- (e) Manuals
- (f) Reports
- (g) Inventories
- (h) Newspapers.
- (i) Hansards, etc.

15.4 LIBRARY MANAGEMENT

- 15.4.1 In order to fulfill its functions the library should be staffed with adequate qualified personnel. The library personnel must also be given opportunity to continue enhancing their knowledge and skills to keep abreast with information technology and development.
- 15.4.2 The library stock should be updated regularly because materials get worn out; some are damaged or lost while others become obsolete.
- 15.4.3 A spacious premise should be identified for the library, adequate enough to accommodate book shelves, reading tables, reading chairs, cabinets, etc.
- 15.4.4 The library should be cleared regularly. The cleaning should include dusting of reading materials, book shelves, tables, chairs, etc., to avoid damage and corrosion of the library materials and other information resources.
- 15.4.5 The library staff should also be able to carry out constant book selection, ordering, cataloging and classification.

15.5 DISTRICT DOCUMENTATION CENTRE

A Documentation Centre/system is an organization whose purpose is documentation. It brings together, processes and organizes information in such a way that is accessible to users, in response to demands for content.

15.5.1 Functions of District Documentation Centre

- (a) **Collection Building:** i.e. to get the most comprehensive collections in the respective fields with specific emphasis on the collection of local publications, including unpublished literature, like books, periodicals, newspapers, etc.
- (b) **Reference and Bibliographic Services:** Offer services by preparing comprehensive bibliographies, lists and directories.
- (c) To pinpoint and make contacts with new sources of relevant information and research. The Documentation Centre should be current on new information developments in the country and be well abreast to know where to call for information.
- (g) The Documentation Centre should not stop at building and developing resources, but allow guide users through the mass of their collections by use of catalogues, indexes, abstracts, etc. These services save time and money which may be involved in searching of literature.

CHAPTER 16

16 PENSIONS AND GRATUITIES

16.1 INTRODUCTION

These guidelines must be read together with the pensions Act, the Standing Orders Chapter 1 Section L-a and the Constitution especially Article 254. Personnel Officers handling Pensions in the Districts and Urban Councils are advised to read and internalize them to be able to handle pension matters more effectively.

16.2 THE PENSION ACT

The current Public Service Pension Schemes are defined in the Pensions Act Cap 281 for the Traditional Public Service. Cap 11 for Unified schemes are administered separately but are similar.

16.3 THE MERGER OF PUBLIC SERVICE PENSIONS SCHEMES

In 1994, the different pensions schemes for the different sectors of the Public Service i.e. the Traditional Public Service, the Unified Teaching Service, the District Administration and Urban Authorities were merged into a single Pensions Authority under the Minister responsible for the Public Service. Local Governments also operate a pension's scheme for staff they have appointed.

16.3.1 Pension (Amendment) Statute No.4 of 1994:

- (a) Centralized the administration of pension, under a single pension Authority in the Ministry of Public Service.
- (b) Introduced the concept of survivor's Pension benefits to be paid to the spouses or children of the deceased pensioners for the unexpired period of 15 years.
- (c) Transferred power to make changes to the Pension Regulations from Parliament to the Minister responsible for the Public Service.

16.3.2 Statutory Instrument No.2 of 1995:

Introduced a new formula for automatic recomputation of pension benefits whenever salaries of Public Servants are increased. Under this law, the pensions of retired officers of past generation are to be raised to the current level. The new formula is yet to be implemented. If implemented, the law will bridge the gap between generations of pensioners with comparable grade, rank and salaries. But, more importantly, the pension levels of all pensioners will, in future, be

automatically raised whenever the salaries of the serving public officers are increased. This is in keeping with Article 254 of the Constitution.

16.4 PAYMENT OF PENSION

The procedures for payment of Government pension are spelt out in the pension Regulations and Standing Orders.

16.4.1 Award of pension requires the approval of the Pension Authority.

16.4.2 Pension Authority is appointed by the Minister responsible for Public Service. Currently the Pension Authority is the Minister responsible for Public Service.

16.4.3 Pensions do not accrue to an officer until the date on which the officer qualifies for pension.

16.4.4 **“Qualifying Service”** is service which may be taken into account in determining whether or not an officer is eligible by length of service for pension and gratuity.

16.4.5 A pensionable officer cannot retire voluntarily until he or she has applied to retire and the request is accepted.

16.4.6 An applicant must give six months notice and route the application through the Head of Department.

16.4.7 A request to retire cannot be accepted unless the officer has reached statutory age. If an officer wishes to leave the service he or she must resign. On resignation, the officer forfeits all benefits attached to the post.

16.4.8 **“Pensionable Service”** is service which may be taken into account in computing pension under the Pension Regulations.

16.4.9 **“Approved Leave without Pay”** counts as qualifying service for purpose of pension but it is not **“pensionable service”** i.e. it is excluded from the calculation of amount of pension.

16.4.10 An officer will not become pensionable unless he or she is employed in an established office and has served on permanent and pensionable terms and has been confirmed in his or her appointment.

16.4.11 Once the Responsible Officer (Chief Administrative Officer/Town Clerk) has approved an officer’s application to retire, the Responsible Officer must ensure that NS.14 (particulars of service of an officer) is completed and sent to the Pension Department early for processing of payment with copies of all letters of appointment, confirmation and promotion.

16.4.12 Other forms to be filled are 20B which certifies that the officer does not owe Government money. NS 7 filled by a retiring officer provides Bank Account

Number to which pension will be paid. NS.7 provides future contact address of a pensioner and 25B indicating last day of terminal leave if any.

16.5 MODES OF MONTHLY PENSION PAYMENT

The following are the available alternative modes of payment of pensions:

- 16.5.1 Through designated Banks and Bank branches. The District staff handling pensions payment must ensure that proper completion of an Indemnity Bond with the Bank concerned and deposit a copy with the Pension Division.
- 16.5.2 By cash collected individually by the pensioner from the Pension Department.
- 16.5.3 Through the District Treasury Offices from where individuals collect their pensions amount in cash.
- 16.5.4 By direct mail delivery whereby cheques are drawn in individual pensioner's names. They are either collected from the Pension Department by the pensioner concerned or mailed direct to them according to the direct mail list or sent directly to the pensioner's Bank and Bank Account monthly.
- 16.5.5 Pensioners are free to choose the method or mode of payment which best suit their individual circumstances. They are also free to modify their preferences as they go along.

16.6 COMPUTATION OF PENSION

- 16.6.1 Computation of pension is explained in Chapter 1, Section L-c of the Standing Orders. The Pensions Act allows an officer to receive a lump sum payment commonly referred to as "**Commuted Pension Gratuity**" (CPG). The gratuity which is tax free is calculated as follows:-

Where;

- a = the number of completed months of pensionable service.
- b = the annual rate of pensionable salary of an officer at the date of his or her retirement.
- P = Pension.

- 16.6.2 One-third of a pension is paid as Commuted Pension Gratuity (CPG). An example of how the calculation is done is at appendix I attached to this guideline.
- 16.6.3 However, the current pensions calculation formula in use is under review by Government. The final decision by Government will be communicated to the Service as soon as it is finalised.

16.7 DEATH GRATUITIES

When an officer dies while in the service, the following actions must be taken:

- 16.7.1 The Chief Administrative Officer/Town Clerk, the Responsible Officer of the parent Ministry and the Permanent Secretary, Ministry of Public Service must be informed without delay especially where pensions and gratuities are involved.
- 16.7.2 Death certificate must be obtained and sent to the Chief Administrative Officer/Town Clerk, with copies to the Permanent Secretary, Ministry of Local Government and the Permanent Secretary, Ministry of Public Service.
- 16.7.3 The widows of the dependants or the legal Personal Representative must open files with the Administrator General to facilitate payment of death gratuities.
- 16.7.4 When a public officer dies while in the service, from whatever cause, the legal personal representative will be paid one of the options; either the Commuted Pension Gratuity (CPG) or three years final salary per annum whichever is greater, as Death Gratuity.
- 16.7.5 Payment is through the Administrator General.

16.8 FORMER EAST AFRICAN COMMUNITY

Following the collapse of the East African Community, in July 1977, the Pensions Act (Cap 281) was amended in such a way that it transferred responsibility of paying pension to former employees who are Ugandans to the Uganda Government. This was consistent with the Mediation Agreement signed later by the heads of State of the three East African Countries on 14th May, 1984. Article 10.05 of that Agreement empowered each partner state to pay terminal benefits accruing to its nationals. The Government has so far paid out shs.10b/= as gratuities and a 7% simple interest on the accrued benefits to some of the entitled beneficiaries. Any query on the matter should be referred to the Compensation Department of the Ministry of Public Service for clarification.

16.9 CONTRACT GRATUITIES

Written agreement on the contract services includes the right of the officers to gratuity on satisfactory completion of the period of service. The current local contract agreement provides for payment of 25% gratuity at the end of the contract. The following actions must be initiated by the Responsible Officers:

- 16.9.1 The Responsible Officers will submit pension forms (NS 13) on behalf of the officers on contract to the Pension Authority in respect of the Traditional Public Service staff.
- 16.9.2 Pension Department needs to be informed on Form NS 20B on appropriate form of any money due to Government which should be recovered from gratuities.

CHAPTER 17

17 THE CURRENT PUBLIC SERVICE REFORMS

17.1 INTRODUCTION

The Public Service Reform started in the 1990 following the implementation of the Public Service Review and Re-organization Commission Report of 1989/1990. At that time the Public Service was characterized by low morale, poor pay, poor facilitation, weak management systems, bloated organization structure, among other ills.

17.2 MAJOR REFORMS UNDERTAKEN AND ACHEIEVEMENTS MADE

The first phase of the reform 1991-1997 focused on the rationalization of Government structures and reduction of the size of the Public Service.

The second phase, 1997 – 2002 focused on strengthening human resource capacity initiatives and improvement of management systems.

The current phase of the reform aims at achieving; enhanced performance and accountability by Public Service organizations, attracting and retaining adequate numbers of skilled personnel, creating efficient and affordable organization of the Public Service, a more enabling and empowering work environment, motivated and adequately remunerated personnel and effective leadership and change management.

The achievements made so far include the following:

- (a) Political and administrative powers were decentralized to the Local Governments.
- (b) The structures of Government Ministries, Departments, Local Governments and some semi autonomous organizations were rationalized and streamlined.
- (c) A Public Service Pay Reform Strategy was developed and is being implemented through progressive salary enhancement to the Public Servants.
- (d) Improvements were made in the Human Resource, Records, Pensions and Payroll Management Systems and establishment control measures.
- (e) A Training policy for the Public Service was developed, and considerable numbers of Public Officers were trained to enhance their knowledge and skills.

- (f) Considerable re-tooling of the Public service was done.
- (g) A Job Evaluation exercise for all Public Service jobs was done and results incorporated in the pay reform strategy.
- (h) Results Oriented Management (ROM) was introduced in Ministries, Departments and Local Governments at Strategic and Departmental levels, as a modern tool of performance management focusing on results.

17.3 KEY IMPLICATIONS OF THE REFORMS TO THE DISTRICTS

The Civil Service Reforms are just a portion of the Public Administration Reforms undertaken by the government to democratize and promote efficiency in all three arms of government i.e. the Judiciary, the Legislature and the Executive. Of particular significance to the Districts are the opportunities availed and challenges posed by the various provisions of the Constitution of the Republic of Uganda (1995) and the Local Government Act, of Cap.243.

(A) Transparency and Accountability

One of the tenets of Decentralization is participation of the populace in running the affairs of Districts. Unlike in the past where the activities of civil servants in the Districts were remotely supervised by the centre, with decentralization there is close monitoring and supervision of civil servants by the Local Councils which call for transparency and accountability on part of the employees of the Districts and politicians.

(B) Results

In a democracy, the people are increasingly getting unsatisfied with mere consultation once in a while particularly at the time of elections. People are becoming better informed and more confident in articulating their demands for results. As Results Oriented Management takes roots in the Districts the demand for results and quality services will be enhanced.

(C) Commitment

The down-sizing of the civil service is intended to leave the service with a small, well facilitated and well motivated public service that would work efficiently and effectively. A smaller service, therefore, implies more hard work, commitment and better time management.

(D) Justice

With Decentralization, District Service Commissions assumed the role that was hitherto played by the Public Service Commission and should be a replica of the latter in various aspects. District Service Commissions, therefore, should render their services with the same kind of impartiality, fairness and justice that has guided the Public Service Commission since its establishment way back in 1955.

(E) Autonomy

There are tendencies by various actors to pressurize District Service Commissions to grant them favours contrary to Section 58 (1) of the Local Governments Act, Cap.243. Political interference in the work of the DSCs breeds sectarianism and nepotism and poses the biggest threat to efficiency in the Districts. District Service Commissions should, therefore, strive to guard their autonomy and independence.

(F) Promotion of Awareness

Local Governments are the vehicle through which government policies are implemented at the grassroots need to be well informed if they are to participate effectively for the government to achieve its goals. There is, therefore, need to educate the masses on their constitutional rights.

(G) Sound Financial Base

Districts would enjoy more autonomy if they gained a sound financial base and became less dependent on the centre for funding. There is, therefore, need for the Districts to broaden their tax base and increase their efficiency in revenue collection. Tendering out some activities and services would also help in reducing expenditures and at the same time help Districts get more revenue.

(H) Maintenance of Standards

With less workload the centre through its agencies such as the Public Service Commission, the IGG, the Local Governments Finance Commission, the Ministries of Local Government and Public Service, has adequate time to take regulatory measures over the Districts and indirectly supervise their activities to ensure transparency, accountability and adherence to the set national standards in the delivery of services. Local Governments face the challenge of ensuring that there is better service delivery following decentralization.

CHAPTER 18

18 REPORT WRITING

18.1 PREAMBLE

In the performance of its duties, the District Service Commission under Section 58 (2) of the Local Governments Act, Cap.243, is required to submit a report to the District Council and the Public, Education or Health Service Commission as may be applicable after every four months or whenever required. It is in line with this provision that the following guidelines on how such reports should be written are outlined in this chapter to guide the District Service Commissions in writing their reports. The report should comprise of the following.

18.2 FOREWORD

A Foreword contains brief introductory remarks. The introductory statement should explain the major aims of the report, outline the current workload, the recent achievements and proposed future objectives of the District Service Commission. The foreword should be signed by the Chairperson, District Service Commission.

18.3 TABLE OF CONTENTS

Table of contents outlines what is embodied in the report, clearly showing the headings and subheadings with the corresponding pages. It enables easy identification and location of what one is interested in.

18.4 INTRODUCTION

This is the explanatory article which leads up to the main part of the report. It should contain a brief background to the facts contained in the report and why the report is necessary.

18.5 BODY OF THE REPORT

The main body of the report should include/contain the following subject matter:

18.5.1 Legal Status:

The report should clearly spell out the legal provisions concerning the setting up of the District Service Commission, composition, functions, powers, appointment and removal of Members of the District Service Commission.

18.5.2 Mandate:

The report should clearly spell out the mandate of the District Service Commission. The mission of the District Service Commission is the management of a Separate Personnel System in the District Local Governments.

18.5.3 Key Result Areas:

The report should spell out the major targeted areas of activity, the District Service Commission was expected to undertake during the period under review.

18.5.4 Composition of the District Service Commission:

The report should clearly indicate the Members of the District Service Commission for the period under review as outlined by Article 198 (2) of the Constitution and Section 54 (2) of the Local Governments Act, Cap.243, i.e. the expected composition and the actual composition of the District Service Commission for the period under review. The full names of the Chairperson and Members must also be clearly indicated. It should also indicate the Secretariat of the Commission as per Section 60 (1) to (6) of the Local Governments Act, Cap.243 for the period under review.

18.5.5 Activities Carried out During the Period under Review:

In carrying out its functions in accordance with Article 200 (1) of the Constitution and Section 55 of the Local Governments Act, Cap.243, the District Service Commission should in its report detail the activities carried out during the period under review. These should cover among others the following areas:-

- (i) Number of meetings held.
- (ii) Total number of cases handled and finalized.
- (iii) Number of officers appointed on probation.
- (iv) Number of cases for waiver of probation.
- (v) Number of officers confirmed.
- (vi) Number of cases for termination/withdrawal of probationary appointment.
- (vii) Number of officers promoted.
- (viii) Number of officers appointed on contract (local contracts).
- (ix) Number of cases for renewal of contract.
- (x) Number of officers appointed on transfer within the service.

- (xi) Number of cases for acting appointments.
- (xii) Other appointments.
- (xiii) Number of cases for re-instatement.
- (xiv) Number of cases of approval of study leave (local and abroad).
- (xv) Number of cases for re-designation.
- (xvi) Number of cases for noting interdiction.
- (xvii) Number of cases for lifting of interdiction.
- (xviii) Number of cases for abandonment of duty.
- (xix) Number of cases of retirement on medical grounds.
- (xx) Number of cases for severe reprimand.
- (xxi) Number of cases for retirement in public interest.
- (xxii) Dismissal.

The statistical detailed breakdown of the information given above, according to salary scales, sexes, departments and months, etc., can be illustrated in Appendices to the report in form of tables.

18.5.6 Relationship with other Commissions:

The report should point out areas relating to the relationship between the District Service Commission and other Commissions as per the Constitution for the period under review. Such areas should include visits made to the District Service Commission by the Public Service Commission, Education Service Commission, Health Service Commission, etc., and the nature of advice tendered to the District Service Commission by the relevant Commission. The report should also indicate what actions have been taken on decisions reached or made in those interactions and problems pertaining to the interactions.

18.5.7 Staff Development

The report should spell out the number, names and designations of officers who have been permitted to undergo training in addition to the nature, duration and venue of the courses undertaken in the period under review.

18.5.8 Constraints:

The report should point out constraints faced by the District Service Commission in the course of executing its functions in the period under review, attempts made to solve them and what course of future action is required to eliminate the problems.

18.5.9 Tasks and Challenges Ahead:

The report should mention the tasks and challenges that lie ahead, how the District Service Commission intends to tackle the tasks and challenges and where possible indicating areas which require external support.

CONCLUSION

This should contain the summary of the main conclusions and recommendations of the report.

CHAPTER 19

19 MANAGEMENT OF MEETINGS

19.1 INTRODUCTION

Meetings are very important avenues for decision making .The purpose of this chapter, is to highlight the importance and effective management of meetings.

19.2 EFFECTIVE MANAGEMENT OF MEETINGS

For meetings to be effective, the following key issues are important:-

19.2.1 Planning for a Meeting

- (a) Choose an appropriate meeting time and date. Certain days of the week or hours of the day may not be appropriate for meetings.
- (b) Also ensure that the date and time of the meeting do not clash with any other meetings or events members have to attend.
- (c) Select a venue that is easily accessible, spacious, has facilities required e.g desks, chairs, etc, and comfortable environment (lighting, ventilation, toilets, etc).
- (d) Notice to the members should be adequate to ensure that they attend.
- (e) Prepare and circulate the agenda to serve as a roadmap. The Secretary does this in consultation with the Chairperson.
- (f) The other relevant papers/files for the meeting should also be distributed.
- (g) All relevant information should be made available on the day of the meeting.
- (h) Ensure all the logistics are in place e.g. refreshments, allowances, etc.

19.2.2 The Actual Meeting

The conduct of a meeting is based largely on the issues and regulations laid down and also the procedures and past practice. The following issues are important to take note of as they are often important to meetings of the District Service Commissions.

(a) **Quorum**

Two thirds of the Members of the District Service Commission or its specified committees shall form a quorum at any of its meetings (Section 55 (7) of the Local Governments Act, Cap 243).

(b) **Presiding over the District Service Commission Meetings**

A meeting of the Commission shall be presided over by the Chairperson or in the absence of the Chairperson, a Member elected for that purpose by the Members attending the meeting (Section 55 (6) of Local Government Act Cap 243).

(c) **Decisions**

These are usually arrived at through consensus. All Members must be in agreement on an issue before it can be adopted as a resolution.

Where a member of the District Service Commission dissents, this must be recorded with the reason thereof.

The decision taken by the District Service Commission on any matter after its deliberations should be reflected in form of Minutes.

The District Service Commission decisions may be appealed against. Aggrieved parties can challenge the decisions by appealing to the Public Service Commission as provided for under Section 59(2) of the Local Governments Act, Cap.243 and Article 166 (e) of the 1995 Constitution of the Republic of Uganda.

(d) **Frequency of Meetings**

The District Service Commission and its specialized committees shall meet for the discharge of its functions at least once in six months or as often as business warrants (Section 55 (5) of Local Government Act Cap.243).

19.2.3 Roles and Duties of the various Members

(a) **The Chairperson**

The Chairperson plays the following roles. He or she:

- (i) Sets in agreement with the Members the date, venue, frequency, starting time, ending time of meeting, time spent discussing each item in agreement with the other members.
- (ii) Authorizes preparation and distribution of agenda.

- (iii) Determines by the attendance whether it is worthwhile to go ahead with the meeting or call it off, defines what will be covered in the meeting and judges how much of it to cover, given the time.
- (iv) Opens the meeting by making opening remarks.
- (v) Takes charge of the meeting by maintaining focus, encouraging participation and controlling dominating members, manages time and ensure rules of debates.
- (vi) The meeting should not be used as an avenue for resolving other problems and differences.
- (vii) Ensures quorum is maintained throughout the meeting.
- (viii) Maintains right atmosphere for debate by valuing every contribution made, challenging questionable utterances, maintaining order.
- (ix) Ensures high quality debate and decisions by critically examining resolutions before they are passed, keeping out irrelevances, probing issues, postponing premature decisions, preventing unnecessary extra discussions, summing up the general trend of contributions, supervising voting and declaring the results.
- (x) Ends the meeting by setting deadlines for implementation of resolutions, summing up of the meeting, setting the day/date and time for the next meeting.

(b) Participating Members

- (i) All members should attend meetings punctually. It is rude to keep others waiting. If a member is likely to arrive late, the Chairperson should be notified.
- (ii) A member should get the agenda of the meeting in advance.
- (iii) Members should prepare and read the files before attending the meeting.
- (iv) Members should participate and contribute to debates using simple, clear, direct, concrete and organized language. Constructive not destructive arguments should be used i.e. Don't personalize issues, criticize ideas, not people.
- (v) Members should be good listeners and not dominate discussions but demonstrate team spirit (collective responsibility) and pass rightful decisions.

(c) The Secretary

The Secretary, District Service Commission is in charge of the practical aspects of meetings and implementation of rightful decisions.

He or she does the following:-

- (i) Notifies members about the meeting through a notice.
- (ii) Collects items for the agenda, writes it in consultation with the Chairperson and distributes it to members.
- (iii) Prepares the Chairperson's communication.
- (iv) Prepares the venue for the meeting, seating and materials required.
- (v) Takes note of members present and those absent.
- (vi) Prepares minutes and distributes them to members.
- (vii) Conveys and reminds members about resolutions they are required to implement.
- (viii) Files/maintains the minutes and all relevant documents.

CHAPTER 20

20 MINUTES WRITING

20.1 INTRODUCTION

The purpose of this section is to provide briefly, the common principles that guide in the recording of the minutes. The details are set out below:-

20.2 AGENDA

Agenda is a document that outlines the contents of a forthcoming meeting. It is usually sent along with the notice of the meeting. An example of the notice along with the agenda is given below:-

The next meeting of the District Service Commission will take place on Monday, 5th March, 2007 at 9.00 a.m. in the Boardroom.

Agenda

1. Prayer
2. Communication from the chair.
3. Minutes of the last meeting.
4. Matters arising from the minutes.
5. Any other business.
6. Date of next meeting.

IMPORTANCE OF AGENDA

- 20.2.1 Sometimes the agenda is prepared after a circulation of notice in order to enable the Members to get included in the agenda any item that they would like to be discussed at the meeting.
- 20.2.2 If it is circulated in advance, it helps the Members to come prepared for the meeting.
- 20.2.3 Since the agenda has a set order, it helps the Chairperson to conduct the meeting smoothly.
- 20.2.4 It ensures that only matters relevant to that particular meeting are discussed.
- 20.2.5 It ensures that every point is properly taken up for discussion.

20.2.6 It facilitates the preparation of the minutes.

20.3 MINUTES

Minutes are the official record of the proceedings of a meeting. They constitute a permanent record of the decisions and action of a constituted body and serve as a reminder of the subjects previously dealt with and the conclusions reached. All organizations feel the importance of maintaining a proper record of the business transacted at their various meetings.

20.3.1 Minutes must be precise

Minutes of the District Service Commission should not offer a verbatim report of the proceedings of a meeting. The main objective of writing minutes is to preserve a concise and accurate record of the essential work done at a meeting. Besides, decisions are often arrived at after discussions. In the final assessment, it is only the decisions that need be remembered and the discussions preceding them become irrelevant. Minutes must clearly show, beyond a doubt, exactly what was done at the meeting and not what was said, nor what were the reasons urged for what was ultimately decided upon. They are not to be confused with the detailed report of the meeting.

20.3.2 Types of Minutes

Minutes are of two types:

(a) Minutes of Resolution

In this type of minutes, only the resolutions passed at a meeting are recorded and no reference is made to any discussion preceding the resolutions. No mention is made of the names of the members. Nevertheless, the minutes should be complete in themselves and contain all the relevant details which are self-explanatory. They are the type of minutes which are sent to the Chief Administrative Officer or Town Clerk for implementation.

(b) Minutes of Narration

Minutes of narration are somewhat similar to a report. Here in addition to the resolutions passed, a brief account of the discussion and the reasons for the decisions of the District Service Commission are included.

20.4 INDEXING OF MINUTES

For easy location of any particular decision, minutes are usually numbered. Numbering may be done in two ways. Every item on the agenda is assigned a number. Whenever a reference is to be made to a particular decision, the date of the meeting in which that decision was taken is looked up on the agenda book and

then the minutes of that meeting are consulted or the minutes are numbered consecutively throughout file.

20.5 SIGNING OF MINUTES

Each page of every minute must be initialed or signed and the last page of the minutes of each meeting must be dated and signed by the Chairman. In case of the minutes of DSC full Commission meetings, the same minute must be signed by the Chairman of the meeting within thirty days of the conclusion of the meeting. If the Chairman is unable to sign within that period on account of his death or disability to sign, they may be signed by a Member duly authorized by the Commission in that behalf.

20.6 HINTS ON THE WRITING OF MINUTES

- 20.6.1 Minutes of each meeting must have a heading containing the nature of the meeting e.g Minutes of the District Service Commission of Lira.
- 20.6.2 The date, time and place at which the meeting is held should be mentioned.
- 20.6.3 The minutes should contain the names of all those who are present and the capacity in which they are present.
- 20.6.4 To facilitate reference to any particular item in the minutes, a brief appropriate heading or marginal note should be given. Each heading or marginal note should be numbered.
- 20.6.5 While writing minutes, no reference should be made to the feelings of the person present. The tone of the minutes should always be impersonal. Reported speech should be preferred, and as far as possible, passive verbs should be used.
- 20.6.6 Data and figures should be precisely and clearly mentioned in the minutes. If a reference is made to certain letters or reports, their numbers and dates should also be mentioned. This eliminated the possibility of ambiguity and misunderstanding.
- 20.6.7 The Secretary should go on taking notes when the meeting is going on. If a clarification is required, it should be immediately sought. The work of writing the minutes should be undertaken as quickly as possible after the conclusion of the meeting so that no important facts are forgotten.
- 20.6.8 It is advisable for the Secretary to show the rough draft of the minutes to the Chairman and get his approval. This will do away with the possibility of having to make any alterations later if the proceedings are incorrectly recorded.
- 20.6.9 The language of the minutes should be kept as simple as possible. Unnecessary adornments should, as a rule, be avoided.

APPENDICES

20.7 APPENDIX 1: CALCULATIONS OF GRATUITIES AND PENSIONS

An Example: An officer on U2 salary scale earning shs.6,869,984/= p.a. will enjoy gratuity and monthly pension calculated as follows:-

Calculations:

$$(a) \quad \text{Pension} \quad = \frac{\text{Number of months served} \times \text{final salary p.a.}}{500}$$

$$(b) \quad \text{Pension} \quad = \frac{360 \times \text{shs.6,869,984/=}}{500}$$
$$= \text{Shs. 4,946,388/=}$$

(c) Commuted Pension Gratuity:

$$\text{Gratuity (CPG)} = \frac{1}{3} \text{ of pension} \times 15 \text{ years} = \frac{1}{3} \times 4,946,388/= \times 15$$
$$= \text{shs.24,731,940/=}$$

$$(d) \quad \text{Reduced Pension} \quad = \text{Pension} - \frac{P}{3} \quad = \text{shs.3,297,592/=}$$

$$(e) \quad \text{Monthly Pension} \quad = \frac{\text{Reduced Pension}}{12} \quad = \frac{\text{shs.3,297,592/=}}{12}$$
$$= \text{shs.244,799/= p.m.}$$

20.8 APPENDIX 2: OATHS

PART 1 A

OATH OF CHAIRPERSON

Ibeing appointed Chairperson of the District Service Commission swear in the name of the Almighty God/solemnly affirm that I will well and truly in accordance with the constitution and the laws of the Republic of Uganda without fear or favour, affection or ill-will (so help me God).

.....

Signature of Declarant

Sworn before me at this day of

Signature of Person authorized to administer Oath

(Judge of the High Court, Magistrate, Commissioner for Oaths)

PART 1 B

OATHS OF MEMBER

I being appointed Member of the District Service Commission swear in the name of the Almighty God/solemnly affirm that I will well and truly exercise the functions of Member of District Service Commission in accordance with the constitution and the laws of the Republic of Uganda without fear or favour, affection or ill will (so help me God).

.....

Signature of Declarant

Sworn before me at thisday of

Signature of Person authorized to administer Oath

(Judge of the High court, Magistrate, Commissioner for Oaths)



THE REPUBLIC OF UGANDA

PUBLIC SERVICE FORM 1 (PSF 1)
[Revised 2008]

Ministry/Department/ Local Government:

STAFF VACANCY

1.	Title of Vacant Post				2. Number of Vacancies	
3.	Salary Scale/Fixed	4. Provision exists in	Vote	Subhead	Item	
5.	Type of appointment: Probation /Permanent/Contract					
6.	Cause of Vacancy		7. Date vacancy occurred/will occur		8. Age Limit	
9.	Qualifications/Person Specifications required for the post Any other requirements					
10.	Duties of the Post/Key Result Areas					
11.	Is there any candidate, either trained or in training to fill this post? If so give please details.					
Name Title/Designation..... Signature..... Date						
For. Service Commission Use						
Date: SECRETARY/ SERVICE COMMISSION			



THE REPUBLIC OF UGANDA

PUBLIC SERVICE FORM 2 (PSF 2)
[Revised 2008]

RECOMMENDATION FOR PROMOTION

Ministry/Department/ Local Government

.....

- 1. Vacancy
- 2. Cause of Vacancy
- 3. Approved Salary or Salary Scale of post
- 4. Head and Item Number of post in Current Estimates.
- 5. Qualifications/Person Specifications required for the post

(a) Minimum qualifications

.....

.....

.....

.....

.....

(b) Working Experience (if any)

.....

.....

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6. Full list of the duties of the post/Key Results Areas.

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7. Recommendations of Permanent Secretary/Responsible Officer with full supporting details of service of officer(s) recommended and grounds for promotion. (This should be continued on a separate sheet if this space is inadequate).

.....
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NAME: **TITLE/DESIGNATION:**

SIGNATURE:

DATE:

(Attention is drawn to the provisions of the Uganda Government Standing regarding promotion of officers)

Note: If this recommendation involves supercession of any officer, full reasons for this in respect of each officer to be superceded should be given in a memorandum attached to this recommendation.

This form should be completed in quadruplicate for issue as follows:-

One copy to be retained by
concerned.
Original and two copies to



the Ministry/Local Government/Department
be sent to the Secretary Service Commission

THE REPUBLIC OF UGANDA

PUBLIC SERVICE FORM 3 (PSF 3)
[Revised 2008]

Note: Please study the form carefully before completing it.

Attach
coloured
passport size
photograph
here

APPLICATION FOR APPOINTMENT TO THE UGANDA PUBLIC SERVICE

- (i) In the case of serving officers to be completed in triplicate (original in own handwriting) and submitted through their Permanent Secretary/Responsible Officer.
- (ii) In the case of others, the form should be completed in triplicate (the original in own handwriting) and submitted direct to the relevant Service Commission.

1. Post applied for and Reference Number	
2.(i) Full name (Surname first in capital letters)	Postal Address E-mail Address
(ii) Date of Birth	Telephone Number
3. Nationality Home District Sub-county: Village:	4. Are you a temporary or permanent resident in Uganda?
5. Present Ministry/Local Government/ Department/Any other Employer	
6. Present post and date appointment to it	

(ii) Have you passed Uganda Advanced Certificate of Education Exams [UACE]? Indicate the year, subjects and level of passes.

Year -----

Subject	Grade

12. Employment Record

Year/Period	Position held/Designation	Employer i.e. Name and Address

13. Have you ever been convicted on a criminal charge?
 If so, give brief details including sentence imposed.....

N.B: Conviction for a criminal offence will not necessarily prevent an applicant from being employed in the Public Service but giving of false information in that context is an offence.

14. How soon would you be available for appointment if selected?

State the minimum salary expectation.....

15. I hereby certify that to the best of my knowledge and belief, the particulars given in this form are true and complete in all respects.

Signature of Candidate..... Date

16. (i) In the case of applicants not already in Government Service, the names and addresses of two responsible persons(not relatives) to whom reference can be made as regards character and ability and should be given here.

.....
.....
.....

(ii) In the case of applicants already in Government Service, the comments and recommendation as to the suitability for the post applied for of the Permanent Secretary/Responsible Officer be given here.

Name: Title/Designation:

Signature: Date:

In respect of Section 10 and 11 certified copies of documents or other evidence should be attached.



THE REPUBLIC OF UGANDA

PUBLIC SERVICE FORM 11(PSF 11)
[Revised 2008]

RECOMMENDATION BY PERMANENT SECRETARY/RESPONSIBLE OFFICER FOR AN OFFICER TO PROCEED ON TRAINING/STUDY LEAVE

Ministry/Department/Local Government.....
1. Personal Information
(a) Name.....
(b) Date of Birth.....
(b) Date and Min. No of first Appointment.....
(c) Confirmation Min. No.....
(c) Present Post (Date & Min. No of Appointment).....
.....
(d) Salary Scale of Post.....
2. Educational Background*
(i) Uganda Certificate of Education (UCE) or equivalent (grade and year).....
.....
(ii) Uganda Advanced Certificate of Education or equivalent (UACE) (grade and year)
.....
(iii) Diploma(s) - (class and year).....
(iv) Degree (s) - (class and year).....
(v) Any examinations passed other than in (i), (ii), (iii) or (iv) above.....
.....
If the candidate did not pass the Uganda Certificate of Education examination, full details to be given of examination passed and dates
3. Proposed Course
(a) Title of the Course.....
.....
(b) Location of Course (Institution & Country)
(c) Commencement & ending date.....

(d) Evidence of admission*

(c) Brief Description of course

.....

(f) Award expected.....

4. Purpose of Course.....

(a)	If to increase efficiency in present post, indicate the benefit which the course will give.
(b)	Will the successful completion make the officer eligible for promotion to a higher post? If so, give details of higher post.
(c)	If to obtain a qualification necessary before promotion to a higher post, give the qualification and the higher post.

5. Details of any Officer (s) already possessing the same qualifications the applicant is aspiring to obtain.
.....
.....

6. Particulars of any Officer (s) undergoing training to obtain the same qualifications as will be obtained by the applicant.*
.....
.....

7. Particulars of other Officer(s) in need of the same training. **
.....
.....
.....

8. Supersession
If the answer to (b) or (c) in section 4 is in the affirmative, give details of any officer(s) who would then be superseded and of the reasons thereof.
.....
.....

9. Source of Funding/ Sponsorship
Indicate costs and source of funding for the training.*

10. Recommendation of Permanent Secretary/Responsible Officer:

Name.....Title/Designation.....Signature

Date.....

**Documentary evidence should be attached.*

***Separate sheets should be attached if necessary.*



THE REPUBLIC OF UGANDA

CONFIDENTIAL

PSC FORM NO. 0094
[Revised 2008]

TO BE COMPLETED IN TRIPLICATE
(One copy to be retained by the Chief Administrative Officer)

FORM FOR SELECTION, APPOINTMENT AND APPROVAL OF MEMBERS OF
DISTRICT SERVICE COMMISSION

Attach
coloured
passport size
photograph
here

- (i) Please study the form carefully before completing it.
- (ii) Duly completed form should be submitted to Chairperson, District Local Council.

SECTION ONE

PERSONAL DATA [To be completed by the candidate recommended for approval]

PLEASE TYPE OR WRITE USING CAPITAL LETTERS

- 1. Surname:
- 2. Other Names:
- 3. Date of Birth:
- 4. Sex:
- 5. Nationality (Citizenship);
- 6. Home District:
- 7. District of Residence:
Sub Country: Village:
- 8. Marital Status (Please tick as appropriate)
Married/Single/Widowed/Divorced/Separated
- 9. Mailing/Contact Address
.....
.....
.....
.....
E-mail Address:
Telephone Number:

.....
.....
.....

12. State any position(s) of responsibility you have held or are holding in society.

.....
.....
.....

13. Have you ever been convicted of any criminal offence?
If the answer is yes, give brief details.

.....
.....
.....

14. If appointed, how soon will you be available to take up your duties?

.....

DECLARATION

I declare the foregoing information is true, and correct to the best of my knowledge and belief.

NAME:

SIGNATURE:

DATE:

SECTION TWO

TO BE COMPLETED BY DISTRICT CHAIRPERSON

15. Post for which the candidate has been appointed

(Tick whichever is applicable)

(a) Chairperson (b) Member

(c) Category of Membership (Women Urban Authority/Persons with Disability/other)

16. State why the candidate is being recommended as in No. 15 above (if necessary use additional paper)

.....
.....
.....

DECLARATION

I declare the foregoing information is true, and correct to the best of my knowledge and belief.

NAME:

SIGNATURE:

DATE:

CHAIRPERSON:DISTRICT LOCAL COUNCIL

OFFICIAL STAMP

APPENDIX 6



THE REPUBLIC OF UGANDA

BOND AGREEMENT

BETWEEN

.....

AND

.....

Know all men by these present thathas been awarded a scholarship byfor training in..... and under the terms of the said scholarship is required to enter the conditions set out herein below and which said conditions and rules shall form an integral part of this agreement.

The conditions referred to above are as follows:

1. The person to whom the scholarship is awarded shall be required:

- (a) To complete the course for which the scholarship has been awarded and follow the rules as may hereafter be made whether by way of amendment or otherwise by the Permanent Secretary of the relevant Ministry or other person or committee of persons so appointed/nominated by him in that behalf governing the award of scholarship tenable in Uganda and;
- (b) On completion of training to return to his/her Ministry/Department and resume working in the capacity for which his course of instruction was adjudged by the Permanent Secretary of the relevant Ministry/Department or other person or committee of persons so appointed, and to continue in that service for a period not less than 3 years.

2. This scholarship is sponsored by

3. The training course commences on the day of.....and ends on the day of

I, hereby declare in the presence ofthat the scholarship awarded to me shall be governed by these rules and that in the event of a breach by me of any of the above rules my scholarship shall be suspended or terminated forthwith and I shall be called upon to pay the equivalent of the expenses incurred to sponsor me for the said training, within 6 months, failing which the Government of Uganda shall take appropriate legal action.

SIGNED by the said

.....)

)

.....

)

OBLIGATOR

thisday of

In the presence of

.....

SIGNED by)

.....

)

PERMANENT SECRETARY/

)

DESIGNATED PERSON/

this day of)

COMMITTEE CHAIRMAN

In the presence of

.....

APPENDIX 7

ORAL INTERVIEW ASSESSMENT GUIDELINES

A. ORAL INTERVIEW ASSESSMENT GUIDELINES FOR SUPPORT STAFF

			MARKS
1.	(a)	GENERAL KNOWLEDGE	
		(at appropriate level)	5
	(b)	EXPERIENCE, KNOWLEDGE	
		Related to duties/assignments	5
2.	ABILITY TO COMMUNICATE IN ENGLISH:		
	Style of presentation, clarity, reasoning capacity, etc		5
3.	PERSONALITY:		
	Suitability for the job, confidence, alertness, presentable, etc		5
4.	BASIC QUALIFICATION:		
	Possession of 'O' Level or its equivalent		5
	TOTAL		25

INTERVIEW COMMENTS

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Signed:

B. ORAL INTERVIEW ASSESSMENT GUIDELINES FOR NEW ENTRANTS (UNIVERSITY GRADUATES)

	FACTORS		POSITIVE	NEGATIVE	MARKS
A	KNOWLEDGE /EXPERIENCE				
	(i)	Professional /Technical Knowledge	Whether extensive, thorough and up-to-date.	Knowledge thin, patchy or out of date.	12
	(ii)	General knowledge		Experience not relevant or very limited experience	8
B	ABILITY TO COMMUNICATE		Lucid, concise, persuasive, can get a message across easily.	Long winded. Has difficulty in expressing thoughts. Unlikely to get others understand what is required.	7
C	REASON/JUDGEMENT		Good reasoning powers, able to analyse issues and problems. Logical, consistent and balanced views, well expressed and well defended. Realistic and practical ideas. Has intellectual curiosity.	Confused or inconsistent ideas or views. Reluctant to express personal opinions. Does not express ideas clearly. Lacks intellectual curiosity. Judgement erratic.	7
D	PERSONALITY/SOCIAL ABILITY		Polite, relaxed and confident. Speaks convincingly and with conviction. Shows sensitivity towards, and understanding to others. Leadership qualities; determination.	Lacking in confidence, nervous, shy. Does not speak convincingly. Evidence of insensitivity to others' feelings.	2 2 2
E	ACADEMIC QUALIFICATIONS (Bachelor's Degree):		i) First Class	10	10
			ii) Upper Second	9	
			iii) Lower	8	
	TOTAL				50

INTERVIEW COMMENTS

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.....
.....

Signed

NOTE:

In cases where the Masters Degree are the initial degrees, as for example those from Russia, they should be equated to the Lower Second Bachelor's Degree.

C. ORAL INTERVIEW ASSESSMENT GUIDELINES FOR LOWER, MIDDLE AND SENIOR LEVEL OFFICERS

FACTOR		POSITIVE	NEGATIVE	MARKS
A.	KNOWLEDGE /EXPERIENCE			
(i)	Professional/Technical knowledge	Whether extensive, thorough and up-to-date.	Knowledge thin, patchy or out of date.	12
(ii)	General knowledge		Experience not relevant or very limited experience.	8
B.	ABILITY TO COMMUNICATE	Lucid, concise, persuasive, can get a message across easily.	Long winded. Has difficulty in expressing thoughts. Unlike to get others understand what is required.	8
C.	REASONING /JUDGEMENT	Good reasoning powers; able to analyse issues and problems. Logical, consistent and balanced views, well expressed and well defended. Realistic and practical ideas. Has intellectual curiosity.	Confused or inconsistent ideas or views. Reluctant to express personal opinions. Does not express ideas clearly. Lacks intellectual curiosity. Judgement erratic.	8
D.	PERSONALITY /SOCIAL ABILITY	Polite relaxed and confident. Speaks convincingly and with conviction. Shows sensitivity towards, and understanding of others. Leadership qualities; determination.	Lacking in confidence; nervous, shy. Does not speak convincingly. Evidence of insensitivity to others' feelings.	8
E.	OUTSIDE INTERESTS	Shows lack of interest in and knowledge of these areas. No. serious out side interest.		
	(i) A broad interests in cultural matters.			2
	(ii) Interests in research and publications etc.			2
	(iii) Other observations.			2
TOTAL				50

INTERVIEW COMMENTS

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Signed:

D. OVERALL ASSESSMENT AND GRADING OF CANDIDATES

MARKS

80+	Excellent
70-79	Very Good
60-69	Good
50-59	Pass
0-49	Fail

E. THE RATING ON ACADEMIC QUALIFICATIONS:

(a)	Academic Achievement	Marks
(a)	Ph.D	10
(b)	Masters	9
(c)	Bachelors Degree:	
(i)	First Class	8
(ii)	Upper Second	7
(iii)	Lower Second	6
(iv)	Pass	No marks awarded
(v)	Relevant Post Graduate Diploma	1

NOTES:

- I) To be awarded marks, the Ph.D or Masters Degree or the Post Graduate Diploma should be in a field related to the requirements of the post. Where they are not relevant, the assessment should be based on the Bachelor's Degree.
 - II) In cases where the Masters Degrees are the initial degrees, as for example those from Russia, they should be equated to the Upper Second Bachelor's Degree.
 - III) The highest mark on academic qualification should be 10.
 - IV) The Pass degree is not applicable for new entrants in the service. The assessment should be based on an honours Bachelors degree.
- (b) **'O' and 'A' Level Academic Qualification Assessment:**
- I) For posts which require 'O' level, 6 best subjects including English Language, and other subject(s) which a candidate must pass in order to qualify for appointment to the post are added and the aggregate subtracted from 100 and then divided by 10.

Illustration:

English Language	5
Mathematics (Any other)	5
Commerce (Any other)	4
Biology (Any other)	5
Geography (Any other)	3
Physics (Any other)	5
Total	27

Thus $100 - 27 = \underline{73} = 7.3$

10

- II) If the candidate successfully completed 'A' Level, he or she is awarded 2 marks plus one (1) point for each Principal Pass obtained up to a limit of four (4) Principal Passes.
- (c) For promotion or selection for admission for in-service training exercises, performance appraisal reports or Staff Performance Appraisal Reports (PARs) as they are traditionally known in the public service, should be assessed, for example, as follows:-

2007 Promotion Exercise

Most recent year of assessment (2007/2008)	- 4
Proceeding year (2006/2007)	- 3
Last report (third report) (2005/2006)	- <u>3</u>
Total	10

Other Areas of Assessment

There is need to consider officers' contribution outside normal Civil Service specific duties. Officers who have written books and other publications as well as professional papers of high quality should be rewarded.

It is also recommended that officers who excel in extra-curricula activities on voluntary basis, e.g. helping to promote sports, education and improve on environment in their areas should be rewarded.

APPENDIX 8

CONFIDENTIAL

DSC MINUTES SERIAL NO. 2/2007

EXTRACTED MINUTES OF 123RD MEETING OF DISTRICT SERVICE COMMISSION HELD ON FRIDAY 14TH NOVEMBER 2008 IN THE MAIN BOARDROOM.

Present:

Mr. Ahmad Okello - Chairperson, DSC
Mr. Peter Kerber - Member, DSC
Mrs. Florence Obafemi - Member, DSC
Ms. Janet Nyakatonda - Member, DSC
Mr. Richard Obasanjo - Secretary, DSC

In Attendance:

Mr. Timothy Oledhre - Personnel Officer/Minute Secretary.

Absent with Apology

Mr. Stephen Okiraka - Member, DSC.

In accordance with Article 200 (1) of the Constitution of the Republic of Uganda and Section 55 (1) of the Local Government Act, Cap 243 (as Amended), the Commission decided as follows:

APPOINTMENT ON PROBATION

ADMINISTRATION DEPARTMENT

- 1.1 **ATIM Mary** - Be offered appointment on probation as Records Assistant, Scale U7 w.e.f. the date of assumption of duty.
 - .2 **KAPONDO Jena**
 - .3 **OKWIR Difas**
 - .4 **OKELLO Freddy**
- Applicant
DSC/156/5/1
PP.1-11
DSC 52/206/02 dd 4/5/2005

APPOINTMENT ON

LOCAL CONTRACT

ADMINISTRATION DEPARTMENT

- 2. **BUWELO Richard** - Be offered appointment on local contract as Records Officer, Scale U4 for a period of 24 months w.e.f. 1/7/2006.
- Applicant
DSC /156/7/01
PP.40-43
CR/156/8/01 dd 12/2/2006

RENEWAL OF LOCAL CONTRACT

COMMUNITY SERVICES

DEPARTMENT

3. **NYAKANA Julius**
- Probation & Welfare Officer
- Scale U4 (Applicant)
- DSC/156/8/1
- PP.40-47
- CR/156/7/02 dd 4/5/2006
- Be offered appointment on renewal of local contract as Probation & Welfare Officer, Scale U4 for a period of 24 months w.e.f. 1/11/2006.

APPOINTMENT ON TRANSFER OF SERVICE

ADMINISTRATION DEPARTMENT

4. **OKUTA Amos**
- Senior Personnel Officer/Applicant
- Scale U3
- DSC/156/4 Vol.5
- PP.181-200
- CR/156/4/1 dd 28/4/2005
- Be offered appointment as Principal Personnel Officer, Scale U2 on transfer of service from Tororo district Local Government w.e.f. the date of assumption of duty.

**APPOINTMENT ON TRANSFER
WITHIN THE SERVICE**

AUDIT DEPARTMENT

5. **MUSISI James** - Be offered appointment as Principal Auditor, Scale U2 on transfer within the service w.e.f. the date of assumption of duty.
- Principal Accountant/ Applicant
- Scale U2
- DSC/156/6/01
- PP.50-55
- CR/156/6/1 dd 6/5/2005
- CR/D/2345 dd 14/5/2005

**APPOINTMENT ON ATTAINMENT
OF HIGHER QUALIFICATIONS**

**WORKS & TECHNICAL SERVICES
DEPARTMENT**

6. **EBITU Charles** - Be offered appointment as Engineer (Civil), Scale U4 on attainment of higher qualifications w.e.f. the date of assumption of duty.
- Assistant Engineering Officer
(Civil)/Applicant
- Scale U5
- DSC/160/2
- PP.48-53
- CR/160/1/2 dd 3/3/2005

**REGULARIZATION
OF APPOINTMENT**

EDUCATION DEPARTMENT

7. **MUKASA Joseph**
Office Attendant (Temp)
DSC /156/9 Vol.6
PP.39-57
CR/156/5/9 dd 16/11/2004
- (i) Be offered appointment on probation for one year as Office Attendant, Scale USS3 w.e.f. 1/7/1995.
- (ii) Be confirmed in his appointment w.e.f. the due date.
- (iii) Be redesignated to Office Attendant, Scale U8 w.e.f. 1/7/2003.

REDESIGNATION

**NATURAL
DEPARTMENT**

RESOURCES

8. **MPANGA Andrew**
Forest Officer
Scale U5a-3
DSC/156/6/1
PP.13-17
CR/156/6/8 dd 1/4/2004
- Be redesignated to Forest Officer, Scale U4 w.e.f. 1/7/2003.

RE-INSTATEMENT

PRODUCTION DEPARTMENT

9. **KIBUUKA Aloysius**
Senior Commercial Officer
Scale U3
DSC/156/7/1
PP.97-106
CR/156/7/6 dd. 2/5/2006
PSC 38/191/2 Vol.14 dd. 3/1/2007
- (i) DSC Min No. 448 of 1992 – Be rescinded in his case.
- (ii) Be re-instated in his post as Senior Commercial Officer, Scale U3 w.e.f. 30/7/1991.

TERMINATION OF PROBATIONARY APPOINTMENT

ADMINISTRATION DEPARTMENT

10. **ASIIMWE John**
Office Attendant
Scale U8
DSC/163/1/3
PP.41-45
CR/163/1/1
CR/D/12011dd 11/4/2006
- Arising out of PSC Min No. 240 of 2005 – His probationary appointment as Office Attendant, Scale U8 be terminated with immediate effect.

WITHDRAWAL OF APPOINTMENT

FINANCE AND PLANNING DEPARTMENT

11. **MUGERWA Paul** - Arising out of PSC Min No. 275.10 of 2003 – The offer of appointment on probation as Accountant, Scale U5b-4 be withdrawn in his case.
- Accountant
- Scale U5b-4
- DSC/156/1/5
- PP.89-101
- CR/156/3 dd 20/6/2004

CONFIRMATION IN APPOINTMENT

ADMINISTRATION

12. **OKWI Francis** - Arising out of PSC Min No. 98.6 of 2004 – Be confirmed in his appointment w.e.f. the due date.
- Personnel Officer
- Scale U4
- DSC159/1
- PP.80
- CR/159/1 dd. 18/6/2006
- CR/D/19909 dd 15/5/2006

PROMOTION

HEALTH DEPARTMENT

- 13.1 **ORIONO John(Dr.)**
.2 **OKELLO Pious(Dr.)**
.3 **CANPACO James (Dr.)**

Medical Officer/Applicant

Scale U4

DSC/160/1

PP.305-312

CR/160/1 dd 13/7/2006

TRAINING

ADMINISTRATION

14. **AGODOLIPA Henry**

Assistant Secretary

Scale U4

DSC/155/1

PP.74-80

CR/155/1 dd. 16/3/2007

CR/D/10305 dd 13/1/2005

INTERDICTION

EDUCATION

- Be offered appointment on promotion to Senior Medical Officer, Scale U3 w.e.f. the date of assumption of duty.

- Be permitted to undertake a 21 months' course leading to the award of a Master of Public Policy at the University of Wellington, New Zealand w.e.f. 31/3/2007.

15. **AUMA Grace**

Senior Accounts Assistant

Scale U5

DSC /157/1

PP.64

CR/157/1/1 dd. 11/2/2006

CR/D/60176 dd 16/5/2005

- The Commission noted the officer's interdiction on half pay w.e.f 11/5/2005.

LIFTING OF INTERDICTION

FINANCE AND PLANNING

16. **ACAN Joyce**

Accounts Assistant

Scale U7

DSC/157/1

PP. 23-28, 45-50, 70-78

CR/157/1/1 dd. 11/3/2006

CR/D/30117 d.d 16/2/2006

- The Commission noted the lifting of the officer's interdiction on full pay w.e.f. 21/12/2004.

ABANDONMENT OF DUTY

NATURAL RESOURCE

17. **MUGISHA Peter**

Driver

Scale U8

DSC/163/1/1

PP.50-54

CR/163/1/2 dd 14/12/2004

- Be regarded as having abandoned duty and resigned accordingly w.e.f. 1/11/2004.

RETIREMENT ON ABOLITON OF OFFICE

NATURAL RESOURCE

18. **KIBIRIGE John**

Forest Guard

Scale U8

DSC/163/3/1

PP.48-50

CR/163/2/1 dd 25/9/2006

- Be retired from the Public Service of the Republic of Uganda on abolition of office with immediate effect.

RETIREMENT IN PUBLIC INTEREST

WORKS AND TECHNICAL SERVICES

19. **OURUM Samuel** - Be retired from the Public Service of the Republic of Uganda in public interest with immediate effect.
- Senior Assistant Engineering Officer
- Scale U4
- DSC/163/2/3 Vol.5
- PP.321-371
- CR/163/2/3 dd 8/11/2006

RETIREMENT ON MEDICAL GROUNDS

FINANCE AND PLANNING

20. **MUKASA George** - Be retired from the public service of the Republic of Uganda on medical grounds with immediate effect.
- Principal Accountant
- Scale U2
- DSC/163/2/3 Vol.5
- PP.78-90, 200-203, 382-385
- CR/163/2/3 dd 8/11/2006

DISMISSAL

WORKS AND TECHNICAL SERVICES

21. **OKORI Peter**

Driver

Scale U8

DSC/ 163/3/1 Vol. 1

PP.259-272

CR/163/3 dd 14/ 6/2005

- Be dismissed from the Public Service of the Republic of Uganda with immediate effect.

SIGNED

Secretary, DSC

Date

SIGNED

Chairperson, PSC

Date

Explanatory Notes to the Extracted Minutes:

1. DSC Minutes Serial No 2/2007

- The Minutes should be serialized according to the calendar year. '2/2007' means it is the second meeting in the year 2007. The next Serial No. would be 3/2007.

2. 123rd Meeting

- Refers to the meeting when members finally sit to confirm the items in the extracted minutes, not the meetings like interviewing sessions which would be covered under proceedings. The next such confirmation meeting would be numbered 124th.

3. DSC/.... E.g. DSC/163/3/1, DSC/157/1 - Refers to the District Service Commission subject files where cases were handled.
4. PP. 259-272 - Refers to pages in the above file where the cases handled are found.
5. CR/163/3 dd. 14/ 6/2005 - Refers to the reference of the letter from the CAO/TC submitting the case to the DSC and date of the letter
6. 'CONFIDENTIAL' - The top and bottom of each page should be stamped '**CONFIDENTIAL**'.
7. The Secretary, DSC and Chairperson, DSC. - Should initial all the pages.

- Attempts have been made to deliberately bring out samples of minutes concerning all
8. the HRM aspects from entry through stay to exit.

APPENDIX 9

DSC MINUTES SERIAL NO.1/2007

MINUTES OF THE DISTRICT SERVICE COMMISSION MEETING HELD ON FRIDAY 14TH JANUARY 2008 IN THE MAIN BOARDROOM

Present:

Mr. Ahmad Okello - Chairperson, DSC
Mr. Peter Kerber - Member, DSC
Mrs. Florence Obafemi - Member, DSC
Ms. Janet Nyakatonda - Member, DSC
Mr. Richard Obasanjo - Secretary, DSC

In Attendance:

Mr. Timothy Oledhre - Personnel Officer/Minute Secretary.

Absent with Apology

Mr. Stephen Okiraka - Member, DSC.

MIN.1/2008: OPENING PRAYER

The meeting was opened with a prayer at 9.01 a.m.

MIN.2/2007: MIN.2/2008: ADOPTION OF AGENDA

2.1 The Agenda was adopted as presented.

MIN.3/2008: COMMUNICATION FROM THE CHAIR

3.1 The Chairperson welcomed the Members and Secretariat staff to meeting and thanked them for the work they had done during the previous quarter.

3.2 He informed Members that:

a) The District Service Commission had received a copy of the Report of

the Implementation of the Restructuring Exercise from the Chief Administrative Officer. The report highlighted, among others, the posts prioritized for filling this quarter. He requested the members to study the report and keep in view.

- b) The purpose of the meeting was to consider recommendations from the Interviewing Panels/Boards regarding the appointment of teachers and health workers carried out in October and November 2008.

- 3.2 In reaction, members observed that it was necessary to invite the Chief Administrative Officer to react to the issues that members would raise regarding the Restructuring report. It was agreed that a separate meeting be convened for the above purpose.

MIN 4/2008: CONFIRMATION OF EXTRACTED MINUTES SERIAL NO. 22/2007.

- 4.1 The minutes were confirmed as a correct record of the proceedings

MIN 5/2008: CONFIRMATION OF FULL MINUTES SERIAL NO. 22/2007

- 5.1 The minutes were confirmed as correct record of the proceedings subject to the following corrections:

- 5.1.1 Min. 98.2.3 – first line, the word appearing as ‘he’ was corrected to read ‘their’.

- 5.1.2 Min. 99.1.3 – third line, the word ‘qualifications’ was inserted before the word ‘requirement’.

MIN. 6/2008: MATTERS ARISING, DSC MIN. SERIAL NO. 22/2007

- 6.1 Arising out of the minutes, members were informed as follows:

- 6.1.1 Min. 90.1.3 – A letter was written to the Chief Administrative Officer requesting him to provide the data on teachers and health workers.

- 6.1.2 Min. 94.2.3 – A letter was written to the Mr. Okello Suti, Applicant for the post of Clinical Officer, Scale U5 requesting him to provide the copy of Diploma certificate.

MIN 7/2008: CONSIDERATION OF RECOMMENDATION OF INTERVIEWING PANEL/BOARDS A, B, C.

- 7.1 **Appointment, Education Department, Education Assistant II/Grade III teacher, Scale U7 -Item Nos. 1-2.**

7.1.1 Members were presented with Board A recommendations regarding the above.

7.1.2 After careful study and consideration, members observed that:

- a) 2 out of the 30 applicants interviewed for the post of Education Assistant II/Grade III teacher, Scale U7, namely Opio Smith and Nankumbe Sarah were Grade II teachers who upgraded/attained higher qualification. However they have not been confirmed in appointment.
- b) Some of the candidates who passed oral interviews for appointment as Teacher-on-trial, scale U7, had poor passes in English Language and Mathematics.

7.1.3 In view of the above, Members decided that:

- a) The teachers upgrading from Grade II teacher level to Grade III teacher level be appointed as Education Assistant Grade II/Grade III teacher, Scale U7 on attainment of higher qualification w.e.f date of assumption of duty.
- b) The candidates who did not attain at least pass 7 level in English Language and Mathematics at O-level should not be considered for appointment.
- c) The remaining post of Education Assistant/Grade III teacher, scale U7 (20 vacancies) be re-advertised immediately.

7.2 Appointment, Health Department, Various Applicants for the post of Clinical Officer, Scale U5 – Item No.3

7.2.1 Members were presented with recommendation of Board B to offer appointment on probation to the above-named applicants as Clinical Officer, Scale U5.

7.2.2 After careful study and consideration, members observed that:

- a) Otim Jerry, Kiwanuka Gerald and Osinde Sam did not produce the transcripts and certificates of the Diploma in Clinical Medicine and Community Health obtained from their respective institutions.
- b) Obitre Kevin had been a substantively appointed Nursing Officer, Scale U5.

7.2.3 In light of the above, members decided that:

- a) The appointment of Otim Jerry, Kiwanuka Gerald and Osinde Sam be deferred pending production of the transcripts and certificates of the Diploma in Clinical Medicine and Community Health obtained from their respective institutions.
- b) Obitre Kevin be appointed as Clinical Officer, Scale U5 on transfer within the service w.e.f date of assumption of duty.

7.3 Promotion, Health Department, KEREBA Davis, Senior Personnel Officer, Scale U3 , to the post of Senior Hospital Administrator, Scale U3 – Item No. 4

- 7.3.1 Members were presented with a recommendation from Board ‘C’ to offer appointment to the above-named officer on promotion as Senior Hospital Administrator, Scale U3.
- 7.3.2 After careful study and consideration, members observed that the officer had just recently been promoted to Senior Personnel Officer, Scale U3 during the restructuring exercise.
- 7.3.3 In view of the above, members decided that the offer of appointment on promotion instead be given to the second candidate on the order of merit, Okello Kalfan, Hospital Administrator, scale U4 on transfer of service from Arua District Hospital.

MIN 8/2008: A.O.B

- 8.1 Members were informed that the Budget Desk in the process of preparing the Annual Budget estimates for FY 2007/8. Members were requested to submit their views regarding the retainer fees and annual gratuity to the Secretary, DSC who would in turn compile a position paper for presentation to the Budget Desk.

There being no other business, the meeting was closed with a prayer at 1.42 p.m.

CHAIRPERSON:

DATE: