



THE REPUBLIC OF UGANDA

INDUCTION TRAINING MANUAL FOR NEWLY APPOINTED PUBLIC OFFICERS

MINISTRY OF PUBLIC SERVICE
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PREFACE

A well planned and designed induction will give new employees a sense of belonging and lead to greater motivation and productivity. It can also facilitate higher employee retention as it helps new employees to quickly settle in their new jobs.

Besides, a standard Induction Manual will ensure that there is consistent application of knowledge to new employees across the Public Service for effective career development.

This Manual therefore provides a framework to guide both the supervisors and the new entrants to the Public Service as they go through the induction process.

I therefore urge supervisors of new staff to fully take up their responsibility in staff development by ensuring that their staff are inducted within 3 months of appointment as provided for under the Government Standing Orders.

Jimmy R. Lwamafa
PERMANENT SECRETARY

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1.1 INTRODUCTION

It is the objective of Government to apply staff development in the Public Service in order to make it an efficient and effective organ, providing the main driving force in the execution of public policies within a rapidly changing and challenging social and economic environment.

In pursuance of the above objective, and in line with its mission of “attracting, retaining and developing a competent and motivated Public Service workforce”, the Ministry of Public Service has developed this Induction Manual to guide Ministries, Departments and Local governments as they plan induction training programmes for their staff. It also provides a guide to newly appointed officers as to what they need to know as they start their career in the Public Service.

The topics highlighted in this Manual are general ones that any new entrant to the Public Service (regardless of profession or level), ought to be familiar with. Individual Ministries/Departments and Local Governments should therefore enrich the programme by adding other topics that are specific to a Cadre, Ministry, Department or Local Government.

In order to keep trainees interested and fully involved, a combination of two or more training methods should be used. Given that induction training is mainly a knowledge imparting exercise however, the lecture method should be dominant. The choice of training method is left to be agreed upon by the trainer and the training manager. To guide this process, each training method is analysed at Appendix 1 to this Manual.

This Manual contains the following:

- (a) General course objectives
- (b) Seven Modules and the module General objective
- (c) A number of Sessions within each module
- (d) Session objectives.
- (e) Content outline
- (f) Reference Materials for each topic

It also provides a broad guide to standard evaluation forms, course programme and budget. Training managers may adjust these formats depending on different circumstances.

2. GENERAL COURSE OBJECTIVES

Induction training is essential for assisting new employees settle in their new jobs. The training is intended to provide the basic knowledge, skills and attitudes regarding the Public Service as an institution, and the specific jobs.

By the end of the induction training programme therefore, participants will:

- (a) Be aware of the current Government principles, goals, objectives and programmes.
- (b) Have knowledge about how Government operates
- (c) Be familiar with the Decentralisation process in Uganda.
- (d) Have knowledge of, and ability to comply with appropriate protocols in the Public Service.
- (e) Be aware of the terms and conditions of service in the Public Service
- (f) Know the mission, strategic objectives and functions of their organization, as well as the functions of the different departments within it.
- (g) Be ready to accept personal responsibility for the use of resources under their control and influence

3. TRAINING MODULES

The Induction training programme includes six modules as follows:

- The Government
- The Public Service
- Performance Management
- The Local Government System in Uganda
- General Management
- Public expenditure and Financial Management
- Understanding own organization/workplace

The modules are elaborated in sessions in section 4 below.

4. MODULES, SESSIONS AND REFERENCE MATERIALS

MODULE 1: THE GOVERNMENT

General objective: To enable participants understand the operation of Government machinery, its goals, principles and strategic objectives

Session 1. Government: An Overview

Session Objectives: By the end of the session, participants will:

- (i) Know what a government is
- (ii) Know the different arms of Government
- (iii) Understand the functions of each arm of Government

Content Outline:

- (i) Definition of Government
- (ii) Arms of Government
- (iii) Components of each arm of Government
- (iv) Functions of the arms of Government.

Reference Materials:

- The Constitution of the Republic of Uganda

Session 2: Government Goals, Principles and Objectives

Session objectives: By the end of the sessions participants will:

- (i) Be aware of the Government of Uganda principles and objectives as laid down in the Constitution
- (ii) Be familiar with the Millennium development goals, Vision 2025
- (iii) Be familiar with Uganda Government strategic objectives

Content outline:

- Government of Uganda: Principles and objectives
- Millennium Development Goals (MDGs)
- Vision 2025 objectives and goals
- The Poverty Eradication Action Plan (PEAP)

Reference materials:

- The Constitution of the Republic of Uganda
- Vision 2025 document
- PEAP document

MODULE 2: THE PUBLIC SERVICE

General objective: To enable participants understand the Public Service structure and work environment

Session 1: **Composition and structure of the Public Service**

Session objectives: By the end of the session participants will:

- (i) Be able to identify what constitutes the Public Service
- (ii) Understand the basic structure of a typical Government Ministry, Department and Local Government.

Content outline:

- Definition of the Public Service
- What constitutes the Public Service
- The legal framework for the Public Service
- Structure of a Ministry
- Structure of a Local Government

Reference materials

- The Constitution
- The Public Service Act
- Restructuring reports of Ministries and Local governments
- The Local Government Act, 1997 (with its amendments)

Session 2: Terms and conditions of service in the Public Service

This is the core subject of induction so each session is sub-divided into sub session to ensure detailed coverage

General Objective: To inform participants of their benefits, entitlements, obligations and the way of conducting business in the Public Service

Sub-session2.1: Recruitment and selection process

Session Objectives: By the end of this session, participants shall:

- (i) Know the various appointing authorities and their mandates
- (ii) Know their benefits, entitlements and obligations
- (iii) Be familiar with the recruitment and selection process in the Public Service.
- (iv) Know the different types of appointment in the Public Service

Content Outline:

- Appointing Authorities and their mandates
- Conditions for recruitment
- Vacancy declaration
- The selection process
- Methods of selection
- Employees benefits, entitlements and obligations
- Medical examination
- Oaths
- Date of assumption of duty
- Types of appointment

Reference Materials:

- The Constitution
- The Local Governments Act, 1997(with its amendments)
- The Public Service Commission Checklist
- Guidelines on the Management of Human Resources in Local Governments
- The Acts of the Appointing Commissions
- The Police Statute

Session 2.2: Training and staff development

Session objectives: By the end of the session participants will:

- (i) Have knowledge of training and development opportunities and procedures available in the Public service.
- (ii) Appreciate the role of training and staff development in career and institutional development

Content Outline:

- Definitions of “training” and “staff development”
- Approaches to training and staff development in the Public Service
- Conditions for training – study leave, bonding etc.
- Sources of funding for training and staff development
- Responsibility centres for training and staff development functions

Reference Materials:

- The Uganda Government Standing Orders
- The Service Commission Regulations
- The Local Governments Act, 1997 (with its amendments)
- Circular Standing Instructions on training and staff development
- Establishment Notices on training and staff development
- Other Manuals or literature on Human Resource Management/Development
- The training policy for the Public Service

Sub- Session 2.3. The Exit policy and the management of Terminal Benefits in the Public Service

Session Objectives: By the end of the session participants will:

- (i) Be aware of the avenues for exiting the Public Service
- (ii) Be knowledgeable about the conditions attached to each exit avenue
- (iii) Have knowledge of the various terminal benefits and the procedure followed in accessing such benefits

Content Outline:

- The legal basis for pensions provision
- Avenues of leaving the Public Service:
 - Resignation
 - Retirement in Public Interest
 - Mandatory retirement (retirement on due date)
 - Retirement on marriage grounds
 - Appointment on transfer to another service
 - Retirement to effect economy
 - Abolition of Office
 - Retirement on medical grounds
 - Voluntary/Early retirement
 - Dismissal
 - Demise.
- Types of terminal benefits
- Requirements and procedure for processing benefits

Reference Materials:

- The Constitution
- The Pensions Act, “Cap 281”
- The Public Service Act
- The Uganda Government Standing Orders
- Relevant Circular Standing Instructions
- The Pensions Management Manual, 2000
- Relevant Establishment Notices

Sub-session 2.4: Allowances and fringe benefits

Session Objectives: By the end of the session participants will:

- (i) Be aware of the various allowances and benefits that the service offers to employees
- (ii) Be aware of the conditions for qualifying for such allowances and benefits
- (iii) Appreciate Government's efforts to facilitate Public Officers

Content Outline:

- Definitions of "allowances" and "benefits"
- The rationale for providing allowances
- Types of allowances and conditions attached to each of them
- Common fringe benefits
- Entitlements

Reference Materials:

- The Uganda Government Standing Orders
- Relevant Circular Standing Instructions
- Specified Officers Act
- Relevant Establishment Notices
- Letters of Appointment
- Local contract agreement forms

Sub-session 2.5. The Code of Conduct for Public Officers

Session Objectives:

By the end of the session participants will:

- (i) Appreciate the need for a code of conduct for the Public Service
- (ii) Be familiar with their obligations as Public officers and expectations of Government from them
- (iii) Be aware of the implications for breaching the Code of conduct

Content Outline:

- The importance of a Code of Conduct
- The basic principles for the code of conduct
- Content of the Code of Conduct
- The leadership code
- Professional code of conduct
- Types of Sanctions

Reference Materials:

- The Government Standing Orders
- Code of Conduct for the Public Service
- Professional Codes of Conduct
- Leadership Code Act, 2002

Sub Session 2.6: Disciplinary procedures

Session Objectives:

By the end of the session, participants will:

- (i) be aware of what prompts disciplinary action on a Public Officer
- (ii) know the types of disciplinary action
- (iii) be familiar with the procedures taken to discipline a Public Officer
- (iv) be aware of the process of appealing against disciplinary action
- (v) be aware of the right for protection of a Public Officer

Content Outline:

- (i) What constitutes indiscipline
- (ii) The disciplinary measures available
- (iii) The disciplinary process
- (iv) The Appeals procedure

Reference Materials:

- The Constitution
- The Public Service Act and the Public Service Commission regulations
- The Uganda Government Standing Orders
- Public Service Commission Checklist
- The Code of Conduct
- The Local Government Act, 1997(with its amendments)
- Guidelines on the Management of Human Resources in Local Governments
- The Penal Code

MODULE 3: PERFORMANCE MANAGEMENT

General Objective: To equip participants with the knowledge of Performance Management systems in the Public Service.

Session 1: An Overview of Performance Management

Session Objectives:

By the end of the session participants will:

- (i) Have a clear understanding of the concept and process of 'Performance Management'
- (ii) Appreciate the need to implement performance management systems for better service delivery
- (iii) Be aware of the various instruments for Performance Management

Content Outline:

- Definition of Performance Management as a concept
- Performance Management: Principles and objectives
- Performance Management Process
- Performance Management Approaches- Results Oriented management, Management by Objectives, Total Quality management etc.

Reference Materials:

- Books and other literature on General Management and Human Resource Management/Development

Session 2: Implementation of Results Oriented Management (ROM) in the Public Service

Session Objectives:

By the end of this session participants will:

- (i) Be aware of the evolution of ROM in the Public Service
- (ii) Be aware of progress made in implementing ROM
- (iii) Have knowledge on the way forward for ROM
- (iv) Appreciate the need to implement ROM in the Public Service

Content Outline:

- What ROM is
- Background to implementation of ROM
- Progress in implementation of ROM in the Public Service
- Benefits of ROM
- Challenges of implementing ROM
- The role of Public Officers in implementing ROM in their Organisation

Reference Materials:

- The ROM Manual
- Annual performance reports of the Ministry/department or Local Government
- Quarterly performance reports of the ministry/department or Local Government

Session 3: Performance Appraisal scheme in the Public Service

Session objectives:

By the end of the session participants will:

- (i) Be familiar with the principles underlying the performance Appraisal scheme in the Public Service
- (ii) Be conversant with the Performance Appraisal process
- (iii) Understand their roles and those of other Stakeholders in performance appraisal
- (iv) Understand the importance of performance appraisal scheme
- (v) Be able to fill the performance appraisal form

Content outline:

- Definition of Performance appraisal
- The performance appraisal principles, process
- Types of performance appraisal schemes
- The performance appraisal scheme and its importance in the Public Service
- Filling of the performance appraisal forms

Reference materials

- Performance Appraisal in the Public Service: Guidelines for managers and staff
- The Public Service of the Government of Uganda Standing Orders
- Books and other Literature on Human Resource Management/Development
- Competence Dictionary

MODULE 4: THE LOCAL GOVERNMENT SYSTEM IN UGANDA

General Objective: To enable participants have an understanding of the Local Government System

Session 1: **An overview of the Decentralization policy in Uganda**

Session Objectives:

By the end of the session, participants will:

- (i) Understand the background to Decentralization in Uganda
- (iii) Know the set up of Local Governments
- (iv) Know the powers and functions of Local Governments
- (iv) Be familiar with the key aspects of human resource management in Local governments

Content Outline:

- The decentralization policy: Principles and objectives
- Background to decentralization in Uganda
- The set up of Local Governments- Institutional framework
- Powers and functions of the various organs within the Local Governments
- The Human Resource aspect in Local Governments

Reference Materials:

- The Constitution
- The Local Governments Act 1997[with its amendments]
- The Human Resource Management manual for Local Governments
- The Local Government Restructuring Report
- The Local Government Finance Commission Act,1999

Session .2: Centre - Local relations

Session Objectives:

By the end of the session, participants should be able to understand:

- (i) The role of the Central Government in the Decentralization process
- (ii) How the Local Governments relates with the Central Government institutions in managing Local Governments' administration, Human Resource Management and Financial Management

Content Outline:

- Functions of the central government
- Functions of Local Governments
- Human Resource Management in Local Governments
- Planning and budgeting in Local Government

Reference Materials:

- The Constitution
- The Local Governments Act, 1997(with its amendments)
- The Human Resource Management Manual for Local Governments.

MODULE 5: GENERAL MANAGEMENT

General objective: To equip participants with knowledge on important management systems and culture

Session 1: Records Management in the Public Service

Session Objectives:

By the end of the session participants will:

- (i) Be aware of the basic personal records that must be kept
- (ii) Be familiar with the key issues of the Archives Act 2001
- (iii) Be familiar with the filing system in the Public Service
- (iv) Be familiar with the basic registry Procedures
- (v) Understand their role as records users

Content Outline:

- The records cycle
- The filing system
- The role of records users in the management of records
- Personnel records
- Highlights on the Archives Act, **2001**

Reference Materials:

- The Constitution
- The Archives Act 2001
- The Uganda Government Standing Orders
- Retention and disposal schedules

Session 2: Communication in the Public Service

Session Objective: By the end of the session, participants will:

- (i) be familiar with the ways in which to Communicate in the Public Service
- (ii) be familiar with the communication protocol in the Public Service

Content Outline:

- Hierarchy in communication
- Dos and Don't in communication
- Ways/channels of communicating in the Public Service – Loose minute, Red minute, Black minute, meetings etc.
- Communication language in the Public Service
- Common abbreviations e.g. BU, TNA, FYI etc.

Reference Materials:

- The Constitution
- The Uganda Government Standing Orders
- Books and other Literature on Communication in the Public Sector.

Session 3: Customer Care and Public Relations

Session Objectives:

By the end of this Session participants will:

- (i) Understand Public Relations as a concept and a practice
- (ii) appreciate the need for good Public Relations and Customer Care in the Public Service
- (iii) be able to identify their customers

Content Outline:

- Definition of Customer Care
- The importance of Customer Care
- Who is a customer to Public Servants
- Why must a customer be satisfied with services of a Public officer and how they relate to each other in achieving organizational goals
- Types of customers
- Common language in dealing with a customer

Reference Materials:

- Books and other literature on the subject matter

Sub-Session 4: Gender Issues in Public Service Management

Session objectives:

By the end of the session participants will:

- (i) understand the 'gender' concept
- (ii) understand the legal provisions for gender in management
- (iii) be aware of gender issues in Public Service Management
- (iv) Appreciate the need to be gender sensitive in managing the affairs of the Public Service

Content Outline:

- Definition of Gender
- Gender mainstreaming
- Difference between 'gender' and 'sex'
- The Constitution of Uganda and gender issues
- International conventions on gender issues
- Gender issues in Human Resource Management

Reference Materials

- The constitution
- The Gender Policy
- International Conventions
- Literature on Gender issues

Session 5.

HIV/AIDS concerns for Public Service management

Session objectives:

By the end of the session participants will:

- (i) Be aware of the difference between HIV and AIDS
- (ii) Be aware of ways of mitigating the impact of the HIV/AIDS
- (iii) Be aware of the impact of HIV/AIDS on performance of the Public Service
- (iv) Be familiar with the Public service policy on HIV/AIDS

Content Outline:

- Definition of “HIV” and “AIDS”
- Facts and figures on HIV/AIDS in the Public Service
- HIV/AIDS policy in the Public Service

Reference Materials

- The HIV/AIDS Policy document
- Government Policies

MODULE 6:

PUBLIC EXPENDITURE AND FINANCIAL MANAGEMENT

General Objective: To enable participants understand the processes, procedures in Public Expenditure and Financial Management

Session 1. The Budget process and Financial Accountability

Session Objects:

By the end of the session participants will:

- (i) Be familiar with the budget process in the Government of Uganda
- (ii) Understand how their organizations are Funded
- (iii) Be aware of roles of the different Stakeholders in the budget process
- (iv) Know the implications for failure to account for public funds

Content outline:

- The Budget process
- Budget Management
- The role of Ministry of Finance, Planning and Economic Development
- The role of other Ministries/Departments
- Accountability for public funds
- The need for transparency in handling public funds

Reference Materials

- The Constitution
- Budget speech
- The Public Finance and Accountability Act 2003
- The Chart of Accounts
- Local Government Finance and Accounting Regulations
- Other relevant circulars

Session 2: Public Procurement and Disposal of Assets

Session Objectives:

By the end of the session participants will:

Be familiar with the Institutional framework for Management of Public Procurement and Disposal of Assets

Be familiar with basic procurement and disposal of Public Assets principles
Common methods of Public Procurement
Disposal of Public Assets Procedure

Content Outline:

- Background to Procurement Reform
- Institutional Framework for managing Public Procurement and Disposal of Public Assets Principles
- Common methods of Public Procurement
- Disposal of Public Assets Procedure

Reference Materials

- The Procurement and Disposal of Public Assets Act 2003
- The Public Procurement and Disposal of Public Assets Regulations 2003
- The Local Government Act, 1997[with its amendments]
- The Constitution
- Relevant Circulars and Guidelines

MODULE 7: UNDERSTANDING OWN ORGANIZATION/WORK PLACE

NB: This particular module could be conducted at the workplace boardroom even if the other sessions have been carried out, outside/off the organization premises.

General objective: To enable participants understand their organisation.

Session 1. Organisational structure, mission, objectives and mandate.

Session Objectives:

By the end of the Session, participants will:

- (i) Be familiar with the mission, goals and strategic objectives of their organization.
- (ii) Know the different departments in their organizations
- (iii) Know the functions of the various departments in the organization and how they contribute to the mission of the organization.
- (iv) Know the organizational structure and culture
- (v) Identify organizational key stakeholders

Content Outline:

- Mission statement, goals and strategic objectives of the organization
- Departments of the organization and their functions
- Organisational structure and culture
- Appreciation of cultural differences and backgrounds

Reference Materials:

- Restructuring Reports
- Performance Reports
- The Constitution
- The Local Governments Act, 1997
- Policy Statements
- Sector strategic plans

Session 2: Understanding the premises and workmates

This session should involve taking new employees around the office premises and showing them the offices and introducing them to Officers

Session Objectives:

By the end of the session participants will:

- (i) Be able to know the location of different Offices of the organization
- (ii) Be able to know the Officers within the Organization and available staff facilities
- (iii) Feel more comfortable to interact with the officers in their organization.

Reference materials:

- Sketch plan
- Office allocation lists
- Staff lists
- List of office telephone numbers including extension numbers
- Schedule of duties

DESCRIPTION, ADVANTAGES AND DISADVANTAGES OF VARIOUS TRAINING METHODS

1. Case Study

This is a training technique where learners/participants are given information about a situation and are directed to come to decisions or solution to a problem concerning the situation. The cases presented should be as close to reality as possible. This technique is useful in giving participants a chance to practice a method of tackling difficult problems before they are personally involved in a “real” situation that may be difficult, confusing and frightening.

Advantages

- Provides concrete subjects for discussion
- Provides active learner involvement
- Simulates performance required after training
- Learning can be observed
- Participants experiences can be brought into use and shared with others:

Disadvantages

- It is time consuming to produce a case study
- Needs sufficient time for participants to complete the case
- Difference between the training situation and real world may not be recognized
- Participants can become too interested in the case content and loose track of the critical issues
- There is not always just one right solution

2. Group Discussion

This is where participants discuss training issues being trained on in groups. This training technique enables learning to be derived from the participants rather than the facilitators. Group Discussions as a training method enhances problem-solving skills critical for formation and molding of attitudes and clarification of personal values. Group discussions also stimulate interest and help participants to learn from each other.

Advantages

- Keeps participants interested and involved
- Participants resourcefulness can be revealed and shared
- Learning can be observed
- Allows for reinforcement and clarification of sessions through discussion
- Participants' activity can be high and less dependent on the facilitator.
- Shy participants feel free to make their contribution in smaller groups than in plenary contributions

Disadvantages

- Time consuming

3. Role - Playing

This is where the participants are presented with a situation which they are expected to explore by acting out the roles of those represented in this situation. The players should be carefully selected and should be properly prepared for their roles. The audience should be equally prepared for the role play by debriefing them on how they are to behave during the presentation. The players should behave naturally in the course of the acting.

Advantages

- It allows change/modification of attitudes
- Development of interactive knowledge and skills
- Enables people to see the consequences of their actions on others.
- Can generate interest in the subject
- Active participation is generated
- Provides a living example of the situation being studied

Disadvantages

- Role players learn more than observers
- Observers may be passive until the exercise is discussed
- Success depends on imagination of the players
- Attitude change may be short lived.

4. Demonstration

Demonstration is a presentation of a method for doing something. By actual performance, the facilitator shows the learners what to do and how to do it. With his/her associated explanations, the facilitator indicates why, when, where and how something is done. The technique is mainly used for showing correct/incorrect actions, procedures, practices etc, teaching a specific skill or technique, modeling a step- by - step approach and giving participants a yardstick to aim at.

Advantages

- Aids understanding and retention
- Stimulates the participants' interest
- Can give participants a model to follow
- Large groups can be handled
- Easy to focus participant's attention

Disadvantages

- Facilitator's demonstrations may be difficult for all learners to follow at the same rate.

5. Lecture/ Exposition

A lecture is a straight talk or exposition possibly using visual or other aids, but without active group participation. A lecture is very appropriate where the trainer knows more on the subject than the participants and where the size of the group is large.

Advantages

- A large amount of material can be covered within limited time
- One facilitator can handle a large audience at the same time
- Content and sequence are completely under the control of the facilitator
- Ensures consistency of information

Disadvantages

- Does not allow for immediate feedback from the participants
- The attention of the participants can easily be distracted
- Knowledge/information imparted by talking is not easily memorable unless it is followed up with a more practical technique
- Saturation point is reached relatively quickly

6. Brainstorming

This is where participants suggest ideas on given issues, which are later discussed. The facilitator normally engages the participants in a brainstorming session by asking them a general question.

Advantages

- Active participation in the learning process allows for enhancement and clarification of issues through discussion.

Disadvantages

- Participants can be easily derailed
- Difficult to apply to a large audience
- Requires ample time

7. Coaching

This is a one-to-one process which focuses on the practical improvement of specific skills.

Advantage

There is a direct relationship between learning and the actual work to be performed by the officer

Disadvantages

- Results could be disastrous in case one is given a wrong coach
- It is time consuming

STANDARD EVALUATION FORM

Instructions

At the end of course participants fill in an evaluation form by ticking the box that most closely represents their feelings about the following aspects of the induction courses/programme. The training manager should analyse the information provided and draw lessons for future programmes.

Item Under Review	Excellent	Very good	Good	Satisfactory	Fair	Poor	Very Poor
Facilitators knowledge of subject matter							
Time Management							
Timing of session							
Handouts provided							
Relevance of issues covered to participants							
Venue of the training							
Administration of the programme							
Logistics provided							
Other (Please state)							

Other Remarks (Recommendation).....

THANK YOU

APPENDIX 3

INDUCTION PROGRAMME STRUCTURE

DAY	TIME	TOPIC
DAY 1	8.00a.m - 9.00a.m	Registration of participants
	9.00a.m – 9.30a.m	Opening Ceremony
	9.30a.m – 11.30a.m	Government – An overview
	10.30a.m – 11.00a.m	BREAK TEA/COFFEE
	11.00a.m – 12.00noon	Government Goals, Principles and Objectives
	12.00noon – 1.00p.m	Composition and structure of the Public Service
	1.00p.m – 2.00p.m	LUNCH
	2.00p.m – 3.00p.m	Recruitment and Selection process
	3.00p.m – 4.00p.m	Training and staff development
	4.00p.m – 4.30p.m	BREAK TEA/COFFEE
DAY 2	4.30p.m – 5.30p.m	The Exit Policy and the Management of Terminal benefits
	8.00a.m – 9.30a.m	Allowances and fringe benefits
	9.30a.m – 10.30a.m	The Code of Conduct
	10.30a.m – 11.00a.m	BREAK TEA/COFFEE
	11.00a.m – 12.00noon	Disciplinary Procedure
	12.00noon – 1.00p.m	An overview of Performance Management
	1.00p.m – 2.00p.m	LUNCH
	2.00p.m – 3.00p.m	Implementation of ROM in the Public Service
	3.00p.m – 4.00p.m	Performance Appraisal Scheme in the Public Service
	4.00p.m – 4.30p.m	BREAK TEA/COFFEE
DAY 3	4.30p.m – 5.30p.m	Contribution of Performance Appraisal in the Public Service
	8.00a.m – 9.30a.m	Decentralisation policy in Uganda
	9.30a.m – 10.30a.m	Centre –Local Relationships
	10.30a.m – 11.00a.m	BREAK TEA/COFFEE
	11.00a.m –12.00noon	Records Management in the Public Service
	12.00noon –1.00p.m	Communication in the Public Service
	1.00p.m –2.00p.m	LUNCH
	2.00p.m – 3.00p.m	Customer Care and Public Relations
	3.00p.m – 4.00p.m	Gender Issues in Public Service Management
	4.00p.m – 4.30p.m	BREAK TEA
DAY 4	4.30p.m – 5.30p.m	HIV/AIDS concerns in the Public Service
	8.00a.m – 9.30p.m	The Budget process and Financial Accountability
	9.30a.m – 11.00a.m	Public Procurement and Disposal of Assets
	11.00a.m – 11.30a.m	BREAK TEA/COFFEE
	11.30a.m – 2.00p.m	FREE TIME
DAY 5	2.00p.m – 5.00p.m	Understanding your Organisation <ul style="list-style-type: none"> - Mission - Strategic Objectives - Function/Mandate - Departments - The People - The Officers - Other Specific Issues concerning Organisation of work.
	8.00a.m – 1.00pm	Understanding your Organisation (continued)
	1.00p.m – 2.00p.m	LUNCH
	2.00p.m – 3.30p.m	General Evaluation
	3.30p.m – 4.30p.m	Closing Ceremony
	4.30p.m – 5.00p.m	Photography (optional)
5.00p.m – 7.00p.m	Cocktail/Reception (optional)	

APPENDIX 4

GUIDELINE FOR BUDGETING FOR AN INDUCTION PROGRAMME (OFF THE JOB)

BUDGET ITEM	GUIDELINES
1. (a) Conference Venue	Daily rate x the number of days of induction
(b) Conference facilities	May include Public Address system, LCD Projector, Overhead Projector, Flip Chart Stand @ daily rate x the number of days of induction
2. Stationery	Writing Pads/material, pens, file folders per participants. Flip Chart paper, markers, transparencies, etc.
3. Allowances	<ul style="list-style-type: none"> - Resource persons @ GOU rates or agreed rate in case of donor funding - Transport allowance to participants - Night allowance if the course is off station and accommodation is not provided
4. Feeding	<ul style="list-style-type: none"> - Break tea/coffee - Lunch - Evening tea/coffee/refreshments - Dinner (if the course is residential) - Cock tail eats and drinks (optional) but very good in developing cohesive teams and networking
5. Consultancy fees	<ul style="list-style-type: none"> - As per contract [In case one chose to use service providers]
6. Administrative costs	<ul style="list-style-type: none"> - Fuel and lubricants - Postage and communication/mailing - Contingence of 5% of the total budget to cater for incidentals