

**MINISTRY OF PUBLIC SERVICE**

**AN OPERATIONAL  
MANUAL FOR  
SERVICE-UGANDA-  
CENTRES**

**[Operational Guidelines For  
Service-Uganda-Centers]**

2017

**By:**

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**MINISTRY OF PUBLIC SERVICE-UGANDA**

**October, 2017**

**FORWARD**

Ministry of Public Service is currently spearheading establishment and operationalisation of Service-Uganda Centers, as part of the strategy of Government to improve efficiency and effectiveness of service delivery. The strategy emphasizes adopting Citizen-Centric Service delivery models; that will significantly improve the customer experience, by delivering integrated public services; based on citizens' needs, expectations and preferences, at much less costs

Under the Ministry's technical guidance, some Ministries, Departments and Local Governments have already established Service-Uganda Centers at their work place.

In order to facilitate proper functioning of the Service-Uganda Centers across the Public Service, the Ministry of Public Service found it imperative to provide operational Guidelines for Service-Uganda Centers.

***"Customer Satisfaction is our Pride"***

For God and My Country

Operational Manual For **Service-Uganda-Centers** Sign-Off by:



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Date: ..... *3/1/2018* .....

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## 1.0 INTRODUCTION

### 1.1 BACKGROUND

Government of Uganda has over time implemented Reform Programmes aimed at improving service delivery. Whereas considerable achievements have been registered, there is an increased demand for Government to focus the reforms on improving efficiency and effectiveness of service delivery, by adopting **Citizen-Centric Service** delivery models. This strategy will significantly improve the customer experience, by delivering integrated public services; based on citizens' needs, expectations and preferences, at much less costs.

As one way of implementing **citizen-centric service** reforms, Ministry of Public Service is currently spearheading establishment of Service-Uganda-Centres in the Public Service. It is envisaged that **the** integrated service delivery system under **Service-Uganda**, will facilitate ease of access to critical public services and bridge the gap between the bureaucracy and the geographically dispersed citizens, at a low cost and in a shorter time. This will ultimately enhance Government visibility, accessibility and credibility to the citizenry of Uganda.

The reform is coming on board as a mitigation measure for a number of challenges that are still rampant in especially in Government Institutions. These include: complicated and cumbersome service delivery systems; overlapping and duplicated efforts by different MDAs and LGs; inaccessibility and high cost of services in the Public Sector; un-coordinated movements within and between Ministries, Departments, Agencies (MDAs) and Local Governments (LGs); difficulties in sharing and accessing relevant data and information;

lack of transparency and knowledge on the part of citizens as to where to get the desired services.

The inefficient and complex Government institutional frameworks continue to exhibit long queues at service delivery centers; abet corruption; make MDAs and LGs have a narrow focus on divisional and individual mandates with little regard to the service recipients. As result, the Citizenry remains dissatisfied in terms of response, speed, engagement and cost of accessing public services. It is in this regard that establishment of an institutional framework to facilitate integrated Public service delivery under the **Service-Uganda** arrangement, is viewed as an appropriate strategy to facilitate cross-jurisdiction service delivery, at a more accessible rate, faster pace and affordable cost.

## **1.2 STRATEGIC FRAMEWORK OF SERVICE UGANDA CENTRES**

In order to kick start the process of establishment of Service-Uganda Centres, Jinja, Entebbe and Kasese Municipalities have been ear market to pilot the concept. In addition, Ministry of Public Service (MoPS) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) have been ear marked to for trial-run of Front to Back Office process. In line with this arrangement Ministry of Public Service has established a Mini-Service-Uganda Centre at the Ministry's entrance to provide its critical but frequently sought for services promptly, in a single space

The focus of Service-Uganda-Centers is improving the efficiency and effectiveness of service delivery in Government, and increasing customer satisfaction, by delivering outcomes based on citizens' needs, expectations and preferences, at a much less or same cost.

### **1.2.1 Vision**

“Accessible, Efficient And Affordable Public Services”

### **1.2.2 Mission**

To Provide A Comprehensive Range Of Integrated Service To Facilitate Improved Service Delivery And Social Economic Development

### **1.2.3 Objectives**

- (1) Save time, reduce the cost of doing business and increase productivity in government institutions;
- (2) Improve customer satisfaction by delivering services based on clients' needs, expectations and preferences;
- (3) Manage an effectively coordinated range of services under one roof aimed at increasing accessibility of services to all Ugandans; and
- (4) Eliminate corruption in government institutions by minimizing interface between service providers and service recipients

### **1.2.4 Service-Uganda Motto**

*“Customer Satisfaction in Our Pride”*

### **1.2.5 Values**

Transparency, Honesty, Ethics and integrity, Customer Care, Team Work and courteous.

## **2.0 OPERATIONAL GUIDELINES**

### **2.1 GENERAL GUIDELINES**

In order to assist staff in executing their assignment at Service-Uganda-Centre, the following Operations Manual has been developed. Please read this Manual, Understand and retain a copy it for future reference.

Note that the guidelines in this Manual are intended to complement and not replace your original employer's Human Resource Policies and/or Operational Procedures. You remain fully in the employment of your current employer. However, the Service-Uganda-Centre Managers will assist in coordinating your activities while you are operating as part of Service-Uganda-Centers.

The following operational guidelines shall apply:

- (1) In your assignment, remember you are representing your, Ministry, Directorate/Department/ Division/ or Unit; as well as the Public Service. Therefore, it is very important that you know and understand all the operations and services at Service-Uganda Centre.
- (2) It is imperative for you to provide outstanding customer service to all the clients at all times.
- (3) The Manual is intended to enforce a Service-Uganda that is coordinated, harmonized and consistent with the operational systems and behavior. Therefore, the different staff representing different Directorates/Departments/Division/Units must work together for a common good/goal.
- (4) The Operational Manual in itself does not represent an employment contract between the Service-Uganda and you or your organization.

- (5) Periodically, you may receive updated information concerning changes in the Operational Manual. Should you have any questions regarding Guidelines, please ask the Service-Uganda-Centre Managers for assistance or clarifications.
- (6) By accepting your assignment as part of the Service-Uganda-Centre staff, you accept the responsibility to know, respect, and follow the guidelines and procedures as laid down in this Operational Manual.
- (7) Service-Uganda-Centers will capitalize on working with Interns from credible Training Institutions on a voluntary basis to provide support to the clients at the center. Note that the Interns will not be employees of Government Institutions, but close cooperation will be required to tap into their potential for efficient functioning of Service-Uganda-Centers.

## **2.2 OPERATIONAL RESPONSIBILITIES**

### **2.2.1 On The Part Of Supervisor or Centre Manager:**

- (1) The Centre Manager will be responsible for the functional supervision of all staff located at the Service-Uganda-Centre. This form of supervision will require and include close and continuous communications with the Senior Supervisor who may not be located at the Service-centre. The purpose of the functional supervision is to ensure harmonious functional and co-existence of all activities at the service centre and to give daily direction to all staff.
- (2) Ensure that hands-on training is provided to all staff in the use of office equipment including, but not limited to: the telephone systems, software applications, computers, fax machines, and other required office equipment.

- (3) Establish and explain to provide a clear understanding of the roles of individual staff Members within the overall operation of the Service-Uganda-Centers.
- (4) Develop and implement weekly and monthly schedules for Resource Room assignments/or Interns (unless already developed by the Senior Supervisor).
- (5) Contact the Delegating Entity/ or supervisor if the delegated staff is absent without notification or abdicating his/her duties. In this case a replacement should be sought immediately.
- (6) The Centre Manager should take trouble to understand policies and procedures, related to the operations and staff of the Service-Uganda-centre.
- (7) Senior Supervisors should establish workable procedures or mechanisms for communicating with the Service-Centre Managers and vice-versa at all times.
- (8) The supervisor should take immediate action that may be necessary regarding performance or behavior of staff at the Centre.
- (9) Propose to the delegating entity modifications of changes in staff assignments depending on the facts on ground.
- (10) Delegating supervisors should coordinate with the Service-Uganda-Centre Managers in case of staff Members proceeding for leave. A replacement to take on the duties of the staff may be sought.
- (11) In case of any operational or managerial issues, the Centre Manager and Delegating Supervisor should be the first call to resolve any issues that arise.

**2.2.2 On The Part Of the Staff Members or Delegated Staff:**

- (1) All staff at the Service-Uganda-Center, are expected at all times to:
  - (a) Conduct themselves professionally and in a positive manner that will promote the image of the Public Service, the delegating Government Ministry and best interest of the Service-Uganda-Centers.
  - (b) Must report at the Service-Centre punctually and work all scheduled hours (Report at 7.30 am and leave at 5.30pm). Excessive tardiness and/or poor attendance may result in corrective action in consultation with Delegating Supervisor.
  - (c) Maintain confidentiality of client's information. Information designated as confidential must not to be discussed with anyone outside the organization, and only discussed within the organization on a "need to know" basis. In addition, One-Stop staff Members have a responsibility to avoid unnecessary disclosure of non-confidential internal information about the organization, its partners, its clients, and/or its service providers.
  - (d) Attend all staff meetings at the Service-Center if called upon.
  - (e) Must easily coordinate, communicate, and cooperate with other staff at the Service Centre.
- (2) A Staff Member must provide notice of absence to centre Manager/Supervisor and the delegating supervisor. For unscheduled absences, such as being sick, staff shall telephone the centre Manager by 8:30 a.m. of the same workday.

- (3) Staff Member must provide notice of scheduled absences (family care, employer holiday, jury duty, military leave, and annual leave) to the Service Center Manager and Delegating Supervisor 10 working days advance, whenever possible.

### **2.2.3 Daily Work Schedule**

- (1) Hours of operation are from 7:30 a.m. to 5.30 p.m. Monday thru Friday, with staff normally working during this time/period.
- (2) The Service-Uganda Centre Manager may make adjustments in work time and /or lunch schedules depending on customer's needs, varying workloads, changing priorities, and the operational requirements of the Centre.

### **2.2.4 Holidays**

- (1) The holidays to be observed by Staff at the Service-Uganda Centers shall be subject to the pronouncements by Ministry of Public Service.

In general terms, the following holidays are observed:

- (a) Liberations Day
  - (b) Independence Day
  - (c) New Years Eve
  - (d) New Year's Day
  - (e) Memorial Day
  - (f) Labor Day
  - (g) Christmas Day
  - (h) Women's Day
- (2) If Public Service does not recognize one or more of these holidays, then it is the responsibility of the staff Member to report to work at the Service-Uganda-Center.

- (3) If Delegating Entity observes a holiday that is not observed by the Public Service- or Service-Uganda-center, then the entity should make the Service-Centre Manager aware of this fact.

### **2.2.5 Communication System**

- (1) Staff at the Service Uganda should not use the Service-Uganda-Centers communication services and equipment for personal purposes, except in emergencies or when circumstances warrant it.
- (2) Extended personal calls at the expense of service provision are not acceptable.

### **2.2.6 Correspondence, Inquiries And Meetings**

- (1) All correspondence sent out of the office which deals with a recommendation of the Service-Uganda-Centre, or with an item of significant concern to the Centre, shall be submitted in draft form to the Centre Manager for approval prior to release.
- (2) All media inquiries should be referred to the Service-Uganda-Center Manager.
- (3) The Service-Uganda-Center Manager will also handle and route all inquiries from the public and public officials to the responsible desks.
- (4) Staff Members shall not attend meetings in connection with the Service-Uganda-Centre or speak on behalf of the Centre unless it is line with their duties or authorized by the Centre Manager. This is extremely important to guard against staff misleading the public/ clients.

## **2.3 CUSTOMER RELATIONS**

- (1) All staff at Service-Uganda-Centre shall:

- (a) Treat clients in a courteous, professional, and respectful manner at all times. The catch ward is ***“Treat the client as you would like to be treated”***.
  - (b) Understand that the client comes first and is the primary reason for the Public Service/ or Centers' existence.
  - (c) Have an obligation to represent the entire Public Service/ Their Ministry/Agency and the Service-Uganda Centre in a positive, professional manner and make clients feel as comfortable as possible.
  - (d) Who are in direct contact with the clients are expected to know all the services at the Centre and should be able to respond to the client's needs or give clear guidance on the next course of action.
  - (e) Attempt to educate clients about the services available and seek new innovative ways to serve the clients better.
- (2) The Staff Members at Service-Uganda are encouraged to report recurring customer-related problems to the Centre Manager and to are free to make suggestions to inform changes in operations guidelines and operating procedures to help solve problems.
- (3) The Staff at Service-Uganda-Centre should be prepared to listen carefully to clients' inquiries and complaints and then deal with them in a responsive, professional manner. If a controversy arises, the staff Member should attempt to calmly explain the organization's policies, procedures and regulations in a clear, yet courteous manner. If a customer becomes unreasonable, abusive or harassing, the staff Member should refer the case to Center Manager for further management.

- (4) The Staff Members at Service-Uganda should be particularly respectful and thoughtful when using the telephone. Please note that a positive telephone contact with a client can enhance relations, while a negative experience can destroy a valuable relationship.
- (5) The Staff Members at Service-Uganda should return voice mail messages within the same day.

## **2.4 SERVICE CENTRE ROOM PROCEDURES**

- (1) The Staff Members at Service-Uganda should:
  - (a) Greet each person that reports to the Resource Room in a cordial and respectful manner.
  - (b) First of all ask how the clients how they can be of help them.
  - (c) Must listen, understand and learn the clients' needs and let them know what services that are available at the Service-Uganda-Centers.
- (2) All staff at Service-Uganda-Centre should be certain that everyone who comes for a service signs-in or is registered. The order must be first come client-First serve. The staff must pick additional information from the client if necessary, to facilitate future feedback.
- (3) The Staff Members at Service-Uganda/ or Interns should assist clients fill in forms, register and access relevant information on how the system at Service-Uganda Centre works. A Staff or Intern should be available to support clients on the computer, written form, etc. Let them know that there is a Staff Member available to help them.
- (4) The Supervisor/Manager must:

- (a) Move around/circulate among the clients to find out if they need help. Some customers are not comfortable approaching the desk.
  - (b) Provide clients with information on the website on the list and other information that may be beneficial in addressing their service needs.
  - (c) Call on other Staff Members at the service Centre to support a help desk which becomes too busy congested.
- (5) Personal phone calls and discussions of a personal nature while at work should be minimized or not conducted in the hearing range of a client. Discussing another client in the hearing range of other clients is also not acceptable. All clients should be made to feel important and comfortable as much as possible.
- (6) The Staff Members at Service-Uganda are expected to be dressed in uniform at all times for identification and to present a clean, professional image to clients/public. Departure from conventional dress code or personal grooming and hygiene standards are prohibited.
- (7) The supervisor/ Manager is responsible for maintaining an appropriate dress code at the Centre.
- (8) Drugs, Narcotics and Alcohol at the Service-Centre premises are prohibited (i.e. use or sale or dispensing or distribution or possession)

## **2.5 CONDUCTIVE WORK ENVIRONMENT**

- (1) The supervisor/ Manager must ensure that working environment at the Service-Centre promotes a productive work.

- (2) The environment must be free and not tolerate verbal or physical conduct by any Staff Member who harasses, disrupts, or interferes with another's work performance or which creates an intimidating, offensive, or hostile environment for the staff and/or the clients.

## **2.6 SAFETY AND HEALTH**

- (1) The Service-Uganda-centers must comply with all applicable National, State and Local Safety and Health Regulations to provide an environment that is free as practicable from recognized health hazards.
- (2) The Staff Members at Service-Uganda are expected to comply with all safety and health requirements, whether established by the Public Service Standing Orders, Delegating Ministry/Agency or by Country or local bye laws.
- (3) The Staff Members at Service-Uganda are responsible for the following:
- Familiarizing themselves with all safety and health procedures relevant to their work area;
  - Identify conditions that are recognized as unsafe;
  - Report accidents and injuries to the Centre Manager; and
  - Periodically submit suggestions concerning health and safety matters to the Centre Manager, if necessary.
- (4) To maintain a safe and comfortable working environment and to secure compliance applicable to the Public Service Standing Orders, Local Ordinances.
- (5) Smoking is prohibited in the Service-Uganda-Centers.

## **2.7 SECURITY OF SERVICE UGANDA CENTRES**

- (1) The supervisor/ Manager will make reasonable efforts to provide for the security of it's the Centre property, its staff members and authorized visitors to the premises.
- (2) The Staff Members at Service-Uganda who receive keys to open the premises must sign for any keys that are issued to them.
- (3) When the Staff Members at Service-Uganda leaves, the key must be returned to the Centre Manager or any other designated authority. Please note that official keys are not assignable to other one Service-Uganda staff members, (e.g. partners, clients, family members, visitors, friends, etc). The keys are a property of the Service Centre and must be returned upon the request of the Centre manager.
- (4) The Staff Members at Service-Uganda are responsible for the care and return of all Centre property and equipment assigned to their possession.
- (5) The Service Centre shall not assume responsibility for loss, damage or theft of personal property at the Service Centre.
- (6) The supervisor/ Manager is responsible for maintaining any additional security policies and guidelines at the Service-Uganda-Centre location.