



THE REPUBLIC OF UGANDA

**SCHEME OF SERVICE FOR THE
ADMINISTRATIVE CADRE**

Ministry of Public Service

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LIST OF ACRONYMS

ACAO	Assistant Chief Administrative Officers
CAOs	Chief Administrative Officers
CDO	Community Development Officer
DCAO	Deputy Chief Administrative Officer
DSC	District Service Commission
ICT	Information Communication Technology
HSC	Health Service Commission
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
PACAO	Principal Assistant Chief Administrative Officer
PAS	Principal Assistant Secretary
PS	Permanent Secretary
PSC	Public Service Commission
SAS	Senior Assistant Secretary
SACAO	Senior Assistant Chief Administrative Officer
TC	Town Clerk

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1.0 INTRODUCTION

World over, Administrative Officers are involved in policy management and formulation, management of resources and providing leadership of institutions.

Prior to the promulgation of the 1995 Uganda Constitution, Administrative Officers were recruited by Public Service Commission under the Office of the President which was responsible for their deployment to Line Ministries and to the Districts through the Ministry of Local Government. The Office of the President was also responsible for setting policy and standards in regard to career development, training and promotion.

In 1993, Uganda implemented decentralization as a key policy reform initiative intended to transfer responsibility, authority and accountability for a wide range of public services to local authorities. Implementation was tackled from three angles: administrative, political and financial.

In 1995, the principles of decentralization were incorporated into the national Constitution. The full legal basis for decentralization was established with the passage of the Local Government Act, **Cap 243**. Under the Act, Central Government retained responsibility for national security, planning, immigration, foreign affairs and national projects, and all other functions of administration, planning and legislation, among others, were devolved to local authorities.

The decentralization policy and the new legal framework changed the landscape of administration in Central and Local Governments.

Consequently, the Administrative Cadre evolved into a four tier system as elaborated below:

- a) There are Administrative Officers at the Centre in Ministries and Departments under the Office of the President as parent Ministry.
- b) In the District Local Governments, the Chief Administrative Officers and Deputy Chief Administrative Officers are appointed by the Public Service Commission and deployed by the Ministry of Local Government. The rest of Administrative Officers from Principal Assistant Secretaries/Principal Assistant Chief Administrative Officers to Senior Assistant Secretaries/Assistant Chief Administrative Officers and Parish Chiefs are recruited by the District Service Commissions and deployed by the Chief Administrative Officers.
- c) In the Urban Local Governments, Municipal Town Clerks are recruited by the Public Service Commission and deployed by the Ministry of Local Government. The rest of the Town Clerks for Town Councils and Town Boards, and Deputy Town Clerks for Municipal Town Councils, and Town Agents are recruited by the District Service Commissions.
- d) In the case of National and Regional Referral Hospitals, the Administrative Officers known as Hospital Administrators are recruited by the Health Service Commission and deployed by Ministry of Health. For District Hospitals, the Hospital Administrators are recruited by the District Service Commissions and deployed by the Chief Administrative Officers. However, because of the ongoing health sector reforms which are not yet concluded, the revised Scheme of

Service for Hospital Administrators has been stayed and an addendum to this scheme will be made later.

In spite of its strategic function, the Administrative Cadre is among the Public Service Cadres whose schemes of service are deemed to be obsolete and inadequate, requiring competence based management for better utilization of the human capital.

Against this background, the Scheme of Service for the Administrative Cadre has been reviewed to ensure that the cadre is strengthened, functionally aligned and professionalized in order to contribute meaningfully to the achievement of public service excellence. In this regard, the nomenclature, job descriptions and person specifications of the Administrative Cadre have been reviewed and rationalized.

2.0 OBJECTIVES OF THE ADMINISTRATIVE CADRE SCHEME

The objectives of the Scheme are: -

- a) To promote professionalism of the Administrative cadre in the Public Service;
- b) To ensure the maintenance of an efficient and effective Administrative function in the Public Service;
- c) Provide a well defined structure, which attracts, motivates and facilitates retention of suitably qualified administrative personnel with high potential and professional knowledge for efficient and effective service delivery in the Public Service;
- d) To ensure that all officers have equal opportunity to progress upwards to higher level positions based on their ability, competence, performance and readiness for the next level;
- e) To provide for clearly defined job descriptions and person specifications with a clear delineation of duties, responsibilities and competencies at all levels within Ministries and Departments (MDs) and Local Governments (LGs) career structures; and
- f) To provide standards for Administrative jobs that shall guide recruitment, career planning, deployment, training and career advancement of the Administrative Cadre.

3.0 ADMINISTRATION AND MANAGEMENT OF THE SCHEME

3.1 Administration of the Scheme

The Scheme will be administered by the Office of the President as the parent Ministry, in consultation with the Permanent Secretaries of Ministry of Local Government, Public Service Commission, Ministry of Health, Health Service Commission and Ministry of Public Service.

The Office of the President will take the lead in setting policy and standards regarding the recruitment, training, conduct, career growth and development for the Administrative Officers' cadre and shall therefore, be responsible for the following:

- (a) Coordinating the professional training of all Administrative Officers in consultation with the line MDs and LGs.
- (b) Monitoring, evaluation and human resource audit in consultation with all the MDs and LGs.
- (c) Coordinating and offering technical services to MDs and LGs.
- (d) Enforcing quality assurance and performance standards.
- (e) Reviewing and analyzing policies that affect the cadre.

3.2 Recruitment and Promotion

The entry point into Administrative Officers' Cadre should be either on first appointment, transfer within service, transfer of service, or re-designation to the post of Assistant Secretary/Administrative Gr. II/Assistant Chief Administrative Officer (ACAO), or on promotion to the post of Permanent Secretary for Officers at the level of Head of Department and above.

For advancement or promotion to the next grade, Administrative Officers' Cadre must obtain the minimum requirements prescribed for the grade in this Scheme of Service.

3.3 Deployment

The Office of the President will deploy Administrative Officers in the Ministries and Departments. The Chief Administrative Officers, Deputy Chief Administrative Officers and Town Clerks of Municipal Councils will be deployed by the Ministry of Local Government. The rest of Administrative Officers in the Local Governments including District and Hospital Administrators will be deployed by their respective Chief Administrative Officers and Town Clerks. In regard to Hospital Administrators for National and Regional referral hospitals, deployment will be done by the Ministry of Health.

3.4 Training

The Office of the President shall be responsible for setting Standards regarding professional, career development and training of the

Administrative Officers. It will also be responsible for targeted career training in strategic areas.

All other Responsible officers shall continue to budget for the training of staff deployed in their MDs and LGs in accordance with the Public Service Training Policy and relevant guidelines.

All other Responsible officers shall continue to budget for the training of newly recruited Administrative officers in Administrative Officers' Law Course Certificate that is a mandatory requirement for confirmation in service.

3.5 Staff Performance

Upon deployment, a respective Responsible Officer shall have full responsibility for the management of the Administrative Officer(s). The Responsible Officer's responsibility shall include:-

- a) Management of the Officer's day to day performance at work;
- b) Periodic performance appraisals;
- c) Pay, training and discipline; and
- d) Custody of personal and confidential records of the Officer.

3.6 Existing Administrative Cadre Grading

The table below represents the existing grading of the Administrative cadre:-

Table (a): Existing Grading for Administrative Officers at Ministry Headquarters

Existing Job Title	Salary Scale
Permanent Secretary	U1S
Under Secretary/Senior Administrative Officer Gr. I	U1SE
Principal Asst. Sec/Sen. Administrative Officer Gr.II	U2
Senior Assistant Secretary/Administrative Officer Gr. I	U3
Assistant Secretary/Administrative Officer Gr. II	U4

Table (b): Existing Grading for Administrative Officers at District Local Government

Existing Job Title	Salary Scale
Chief Administrative Officer	U1SE
Deputy Chief Administrative Officer/Sen. Administrative Officer Gr.I	U1SE
Principal Asst. Sec/Sen. Administrative Officer Gr.II	U2
Senior Assistant Secretary/Administrative officer Gr.I	U3
Parish Chief	U7

Table (c) Existing Grading for Administrative Officers at Mulago National Referral Hospital

Existing Job Title	Salary Scale
Assistant Commissioner Support Services	U1E
Principal Hospital Administrator	U2
Senior Hospital Administrator	U3
Hospital Administrator	U4

Table (d) Existing Grading for Administrative Officers at Butabika National Referral Hospital and Regional Referral Hospitals

Existing Job Title	Salary Scale
Principal Hospital Administrator	U2
Senior Hospital Administrator	U3
Hospital Administrator	U4

Table (e) Existing Grading for Administrative Officers at District Hospital

Existing Job Title	Salary Scale
Senior Hospital Administrator	U3
Hospital Administrator	U4

Table (f) Existing Grading for Administrative Officers at Urban Local Governments

	Town Clerk	Deputy Town Clerk	Principal Town Clerk	Senior Assistant Town Clerk	Assistant Town Clerk	Town Agent
Municipal Councils	U1SE	U1E	-	U3	U4	U7
Medium Towns	U1E	-	U2	-	U4	U7
Small Towns	U2	-	-	U3	-	U7
Town Boards					U4	

3.7 Revised Administrative Cadre Designations and Salary Grading

Table (g) Revised Administrative Cadre Grading at Ministry Headquarters

Revised Job Title	Salary Scale
Permanent Secretary	U1S
Director Administration (Office of the President)	U1 SE
Under Secretary	U1SE
Principal Assistant Secretary	U2
Senior Assistant Secretary	U3

Assistant Secretary	U4
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Table (h) Revised Administrative Cadre Grading at District Local Governments

Revised Job Title	Salary Scale
Chief Administrative Officer	U1SE
Deputy Chief Administrative Officer	U1SE
Principal Assistant Chief Administrative Officer	U2
Senior Assistant Chief Administrative Officer	U3
Parish Chief	U5

Table (i) Revised Administrative Cadre Grading at the Urban Local Governments

	Town Clerk	Deputy Town Clerk	Principal Asst Town Clerk	Senior Asst Town Clerk	Assistant Town Clerk	Town Agent
	Scale					
Municipal Council	U1SE	U1E	U2	U3	U4	U5
Town Council	U2	-	-	U3	U4	U5
Town Board	-	-	-		U4	

3.8 Conversion to the Grading Structure

- (a) Serving Officers will adopt and convert as appropriate to the equivalent new designations provided in the Scheme of Service as long as they possess the requisite minimum qualifications and/or experience required for appointment to the grades;

- (b) Where a post has been abolished, a serving officer shall be considered for appointment to a higher grade, provided he/she possess minimum qualifications and/or experience required for the grade. In case he/she does not possess minimum requirements for the higher grade, he/she will be deployed elsewhere in the Service in a position at the same level for which he/she is qualified. In case this is not possible, he/she will be given a grace period of three (3) years within which to acquire the required qualifications for retention, failure of which he/she will be considered for retirement in accordance with the public service regulations.

- (c) For advancement to the higher grades, officers must possess the prescribed minimum qualifications and /or experience required.

3.9 Recognized Qualifications

The following are the recognized qualifications for the purpose of this scheme:

- a) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management

Science, Law, Commerce (Management option), Business Administration (Management option) or Business Studies (Management option) or a related field from a recognized University/Institution.

- b) Administrative Officers' Law Course Certificate as a requirement for confirmation.
- c) Post Graduate Diploma in Public Administration and Management or Management or a related field
- d) A Masters Degree in Public Administration , public sector Management, Business Administration, Management Studies or a related field.

4.0 JOB DESCRIPTIONS AND PERSON SPECIFICATIONS

Job Title:	Permanent Secretary
Salary Scale:	U1S
Reports to:	Head of Public Service and Secretary to Cabinet
Directly supervises:	Heads of Directorates, Departments and Units
Directly interacts with	<ul style="list-style-type: none">• Service Commissions;• Permanent Secretaries• Chief Executive Officers of Agencies and Private Sector Institutions• Political leaders
Job Purpose:	To provide strategic leadership in developing, reviewing, monitoring and implementation of policies, plans, strategies and programs of the Ministry/Department and provide for proper use and accountability of the resources.

Key Duties and Responsibilities

- (i) The Permanent Secretary is the Chief Executive of the Ministry or Department and responsible for supervising, coordinating, monitoring and controlling all the activities of the Ministry or Department;

- (ii) Managing and accounting for resources;
- (iii) Formulating of strategic plans and coordinating of multiple functional areas;
- (iv) Tendering advice to the responsible Minister in respect of the business of the Ministry or Department;
- (v) Initiating implementation of Policies of Government;
- (vi) Ensuring proper Expenditure of Public funds in the Ministry or Department;
- (vii) Creating and promoting a good image of the Ministry or Department;
- (viii) Providing accountability for all resources allocated for proper functioning of a Ministry or Department;
- (ix) Mobilizing of resources for a Ministry or Department;
- (x) Implementing Cabinet decisions; and
- (xi) Promoting linkages between the Public Service, the public and other stakeholders.

Key Result Areas

- (i) Ministry/Departments activities supervised, coordinated, and monitored.
- (ii) Technical advice given to the Political leadership.
- (iii) Strategic leadership in the management and administration of Ministry's/Departments activities Provided.
- (iv) Policies of Government implemented.
- (v) Public funds in the Ministry or Department properly utilised.
- (vi) Good image of the Ministry or Department created and promoted.

- (vii) Ministry or Departmental funds accounted for.
- (viii) Resources for Ministry/department Mobilized.
- (ix) Cabinet decisions effectively implemented.

Job and Person Specifications

(a) Academic Qualifications

Either

- (i) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Business Administration (Management option), Commerce (Management option), Arts or related degree in Management studies from a recognized awarding Institution.
- (ii) A post graduate diploma in Public Administration.
- (iii) A Masters Degree in Business Administration, Public Sector management, Public Administration , Management Studies or a related field in (i) above.

OR

- (i) Any Honors Bachelor's Degree plus a Master's degree from a recognized awarding Institution.

(b) Work Experience

At least fifteen (15) years managerial experience three of which must have been obtained at least at Head of Department level in the Public Sector.

(c) Competencies

a) Leadership

- (i) Actively promotes and stands by decisions that benefit the Ministry/Department;
- (ii) Models leadership for others and takes ownership on important business and operational issues;
- (iii) Is willing to take risks and champion new innovative approaches and initiatives that can lead to success;
- (iv) Leads the change process and creates a sense of urgency to achieve desired change;
- (v) Has genuine passion about the vision of Ministry/Department and successfully instills it in others to align the organization with the changed vision;
- (vi) Is committed to and champions the Leadership code;
- (vii) Demonstrates leadership ability by developing, promoting and implementing effective organizational strategies, programmes and systems.

b) Public Relations and Customer Care

- (i) Counters misinformation and upholds the image of the Ministry/Department;
- (ii) Ensures that public processes are transparent and clear when dealing with controversial issues;
- (iii) Maintains clear communication with customer regarding mutual expectations;

- (iv) Monitors client satisfaction;
- (v) Works with a long term perspective in addressing customer's problems.
May trade off immediate costs for long term relationships; and
- (vi) Looks for long term benefits to the customer.

c) Human Resource Management

- (i) Is able to align HR needs to organizational business and national plans;
and
- (ii) Understands and is able to interpret provisions of the Uganda Government Standing Orders, Circular Standing Instructions, Establishment Notices and other rules and regulations governing the Service.

d) Financial Management

- (i) Defends the organizational/departmental budget estimates;
- (ii) Identifies clear expenditure priorities and funding; and
- (iii) Monitors and evaluates budget performance and causes remedial action.

e) Negotiation and Mediation

- (i) Analyze different scenarios and identify the best fallback position;
- (ii) Understands the process and tactics of mediation and facilitating negotiation;
- (iii) Draws correct points of agreements and conclusions; and
- (iv) Obtains a WIN-WIN position as an end result.

f) Monitoring and Evaluation

- (i) Sets up new procedures and establishes a system for measuring and monitoring compliance; and
- (ii) Communicates and reinforces standards.

g) Strategic Thinking

- (i) Aligns current action with strategic goals, objectives and priorities of the organization/Government.

h) Change Management

- (i) Builds trust amongst members and ensures that they understand the purpose and direction of the change;
- (ii) Reinforces the change message with own actions and attitude;
- (iii) Makes efforts to create and maintain commitment and enthusiasm towards changes;
- (iv) Creates opportunities for feedback on the changes;
- (v) Sets up a communication system that provides regular and sustained communication;
- (vi) Recognizes and rewards people and units within the organization that are excelling in implementation of the changes; and
- (vii) Sustains change, balances people, financial resources, technology and processes.

i) Policy Management

Lobbies key stakeholders to support new policies.

Director Administration (Office of the President)

Job Title:	Director Administration
Salary Scale:	U1SE
Reports to:	Secretary Office of the President
Directly Supervises:	Undersecretary
Interacts with:	<ul style="list-style-type: none">• Service Commissions• Other Directors• Permanent Secretaries of MDAs• Chief Executives of Agencies and Private Sector Institutions• Political leaders• Resident District Commissioners• Chief Administrative Officers and Town Clerks• Other Administrative Officers

Job Purpose

To provide leadership, direct and coordinate the provision of the required Administrative and general information needs of the Public Service.

Key Duties and Responsibilities

- (a) To advise the Permanent Secretary on matters pertaining to Administrative issues ;
- (b) To provide guidance on overall Government Policy direction on Administration;
- (c) To liaise with the Service commissions on administrative issues;
- (d) To initiate development of Cabinet Memoranda and other policy papers on Administrative policy;

- (e) To issue guidelines on the interpretation and implementation of Administrative policies, laws, standards and other related statutes and their relation with the public service;
- (f) To coordinate administrative policy monitoring and evaluation;
- (g) To provide guidance on administrative matters in the public service;
- (h) To evaluate performance of subordinates;
- (i) To oversee the maintenance of appropriate systems for measuring performance within the Administration such as regular appraisal meetings with staff, monthly progress reports and monitor, measure and report on departmental issues, opportunities, achievements and work plans within agreed formats and timeframes; and
- (j) To promote work and professional ethics by upholding and encouraging the highest standards of behavior (professional and work ethics) to promote a good image for the public service.

Key Result Areas/Performance Indicators

- (a) Consistency and uniformity across the public service when dealing with Administrative issues.
- (b) Policies have had a considerable effect/impact on improving professionalism, working conditions, and service delivery.
- (c) Improved job satisfaction and improvement of the image of public service.
- (d) Improved service delivery in Administration across the public service.
- (e) Improved working conditions and relationships with external stakeholder/clients.
- (f) Improved individual productivity.
- (g) Heads of Administration department do the work that is expected of them in a professional manner; and this result is a consequence of the Director Administration's professionalism in managing performance through continuous supervision, and periodic appraisals
- (h) Programs of Administration have been fully implemented and those programs have realized their intentions

- (i) Zero tolerance tone for unethical conduct has been set; Administration staff adequately appreciate and realize that unethical conduct leads to adverse consequences
- (j) Administration professionalism upheld across the public service.

Job and Person Specifications

a) Academic Qualifications

- a) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management Science, Law, Commerce (Management option), Business Administration (Management option) or a related field from a recognized awarding Institution.
- b) Administrative Officer's Law Course Certificate
- c) A Post Graduate Diploma in Public Administration, Management or a related field.
- d) A Master's Degree in Public Administration, Public Sector Management, Business Administration, Management Studies or a related field.

(b) Work Experience

At least twelve (12) years' experience at a managerial level in the Public Sector, three (3) of which should have been served at the level of Undersecretary or equivalent level of experience from a recognized institution.

(a) Competences

(i) Technical

a) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iii) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

b) Financial Management

- (i) Defends organizational or Departmental budget estimates;
- (ii) Is able to identify clear expenditure priorities and funding; and
- (iii) Is able to monitor and evaluate budget performance and cause remedial action.

c) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters.

d) Change Management

- (i) Is able to explain how the change will affect work processes and structures;

- (ii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and
- (iii) Gives feedback on the progress of the change initiative.

e) Strategic thinking

- (i) Can forecast and integrate different views; and
- (ii) Has the ability to identify how organizational policies, processes and procedures are likely to be affected by environmental changes.

(ii) Behavioral

(a) Accountability

- (i) Upholds the principles of value for money;
- (ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and
- (iii) Is able to enforce accountability for organizational performance.

(b) Leadership

- (i) Takes a stand on critical issues with honesty and integrity;
- (ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;
- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;
- (v) Sets and articulates a clear direction for the team; and

- (vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

(c) Results Orientation

- (i) Ready to achieve challenging objectives in spite of obstacles and road blocks;
- (ii) Ready to seize new challenges and opportunities to set and achieve results; and
- (iii) Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support systems that ensure sustainability once the initial results are achieved.

(d) Team work

- (i) Ensures team members have a common understanding of knowledge and relevant information;
- (ii) Provides constructive criticism in case of any gaps;
- (iii) Instills team agenda before personal/individual interest; and
- (iv) Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.

(e) Political accountability/ingenuity

- (i) Has the ability to quickly identify and take into account important government interests into policy decision making;

- (ii) Identifies and uses key actors and decision influencers; and
- (iii) Understands the climate and culture of the organization and uses the language and approach that is generally acceptable to produce best response.

Title	Under Secretary
Salary Scale:	U1SE
Reports to:	Permanent Secretary
Directly supervises:	Principal Assistant Secretary and Head of Accounts.
Job Purpose:	To assist the Permanent Secretary and provide guidance and strategic human and financial resources in the Ministry or Department

Key Duties and Responsibilities

- (i) Preparing budget estimates;
- (ii) Monitoring the utilization of released funds;
- (iii) Ensuring availability, distribution and effective utilization of logistics;
- (iv) Developing, mentoring and motivating the subordinates;
- (v) Managing the physical assets;
- (vi) Overseeing issues relating to staff welfare;
- (vii) Managing of sectoral and national functions;
- (viii) Directing, controlling and coordinating administrative matters;
- (ix) Reviewing and verifying Cabinet Memoranda;
- (x) Developing Departmental performance indicators, monitoring and evaluating performance; and
- (xi) Benchmarking best practices and designing interventions to improve service delivery.

Key Result Areas

- (i) Budget estimates timely prepared;
- (ii) Funds released to the Ministry effectively utilized;
- (iii) Audit queries effectively responded to;
- (iv) Staff under supervision mentored and coached;
- (v) Physical assets maintained and are secure;
- (vi) Staff welfare needs attended to;
- (vii) Administrative matters directed, controlled and coordinated;
- (viii) Cabinet Memoranda reviewed and verified;
- (ix) Departmental service delivery standards developed and reviewed annually to include best practices; and
- (x) Departmental activities monitored and performance regularly evaluated.

Job and Person Specifications

a) Academic Qualifications

- a) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management Science, Law, Commerce (Management option), Business Administration (Management option) or a related field from a recognized awarding Institution.
- b) Administrative Officer's Law Course Certificate
- c) A Post Graduate Diploma in Public Administration, Management, Development Administration or a related field.

d) A Master's Degree in Public Administration, Public Sector Management, Business Administration, Management Studies or a related field.

b) Work Experience

At least twelve (12) years experience at a managerial level in the Public Sector, three (3) of which should have been served at the level of Principal Assistant Secretary or equivalent level of experience from a recognized institution.

c) Competences

(i) Technical

a) Planning, Organizing and Coordinating

(i) Plans allocation of staff, funds, tools and facilities;

(ii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and

(iii) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

d) Financial Management

(i) Defends organizational or Departmental budget estimates;

(ii) Is able to identify clear expenditure priorities and funding; and

(iii) Is able to monitor and evaluate budget performance and cause remedial action.

e) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters.

f) Change Management

- (i) Is able to explain how the change will affect work processes and structures;
- (ii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and
- (iii) Gives feedback on the progress of the change initiative.

g) Strategic thinking

- (i) Can forecast and integrate different views; and
- (ii) Has the ability to identify how organizational policies, processes and procedures are likely to be affected by environmental changes.

(ii) Behavioural

a) Accountability

- (i) Upholds the principles of value for money;
- (ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and
- (iii) Is able to enforce accountability for organizational performance.

b) Leadership

- (i) Takes a stand on critical issues with honesty and integrity;

- (ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;
- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;
- (v) Sets and articulates a clear direction for the team; and
- (vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

c) Results Orientation

- (i) Ready to achieve challenging objectives in spite of obstacles and road blocks;
- (ii) Ready to seize new challenges and opportunities to set and achieve results; and
- (iii) Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support systems that ensure sustainability once the initial results are achieved.

d) Team work

- (i) Ensures team members have a common understanding of knowledge and relevant information;
- (ii) Provides constructive criticism in case of any gaps;
- (iii) Instills team agenda before personal/individual interest; and

- (iv) Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.

e) Political accountability/ingenuity

- (i) Has the ability to quickly identify and take into account important government interests into policy decision making;
- (ii) Identifies and uses key actors and decision influencers; and
- (iii) Understands the climate and culture of the organization and uses the language and approach that is generally acceptable to produce best response.

Job Title: Principal Assistant Secretary

Salary Scale: U2

Reports to: Under Secretary

Directly supervises: Senior Assistant Secretary

Job Purpose: To assist and support the Under Secretary in interpretation, review, coordination and implementation of Government Policies and Programmes.

Key Duties and Responsibilities

- (i) Coordinating the preparation of audit query responses and initiating action on Public Accounts Committee (PAC) directives;
- (ii) Coordinating inter and intra Ministry collaboration;
- (iii) Producing quarterly and annual performance reports;
- (iv) Compiling responses for Ministers to questions/issues raised in Parliament;
- (v) Drafting Cabinet and policy papers;
- (vi) Supervising and appraising subordinate staff;
- (vii) Drafting budget estimates for the department;
- (viii) Preparing speeches and papers for presentation by the supervisors;
- (ix) Preparing responses to communication from other stakeholders; and
- (x) Preparation of an integrated departmental work plan.

Key Result Areas

- (i) Preparation of Audit query responses coordinated and actions on PAC directives initiated;
- (ii) Inter and intra Ministry collaboration coordinated;
- (iii) Quarterly and annual performance reports produced;
- (iv) Responses for Ministers to questions/issues raised in Parliament Compiled;
- (v) Cabinet and policy papers drafted;
- (vi) Subordinate staff supervised and appraised;
- (vii) Budget estimates for the department drafted;
- (viii) Speeches and papers for presentation by the supervisors prepared;
- (ix) Responses to communication from other stakeholders prepared and dispatch ensured; and
- (x) Departmental integrated work plan developed and activities effectively coordinated.

Job and Person Specifications

a) Academic Qualifications

- (i) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management Science, Law, Commerce (Management option), Business Administration (Management option) or a related field from a recognized awarding Institution.
- (ii) Administrative Officers' Law Course Certificate

- (iii) A Post graduate Diploma in Public Administration, Management, Development Administration or a related field from a recognized awarding Institution.

(b) Experience

At least six (6) years of working experience, three (3) of which should have been at the level of Senior Assistant Secretary or equivalent level of experience in administration gained in government or from a reputable organization.

(c) Competences

(i) Technical

a) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Develops and implements work plans;
- (iii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iv) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

b) Management of organizational environment

- a) Understands Government's strategic objectives and principles;

- b) Is able to identify the key stakeholders and the nature of the relationship; and
- c) Understands the impact of the job on different stakeholders.

c) Coaching and Mentoring

- (i) Provides routine exchange of knowledge with others to help them carry out assignments;
- (ii) Gives detailed instructions and/or on the-job demonstration;
- (iii) Reinforces behavior that produces positive outputs; and
- (iv) Provides information and directs the individual to other sources of information in order to allow them navigate.

d) Effective Planning and Management of meetings

- (i) Designs a meeting to accomplish specific, clearly defined, pre-set objectives;
- (ii) Analyses meeting results against objectives; and
- (iii) Organizes and facilitates meetings that start and end on time.

(ii) Behavioral

a) Effective Communication

- (i) Seeks the thoughts of others in an effort to better understand them;

- (ii) Responds by giving clear, concise and accurate information;
- (iii) Volunteer's additional information that may not have been requested in order to provide the listener with relevant information related to the issue;
- (iv) Formats the material based on the purpose of communicating, the competences of the target audience and in a way that facilitates the understanding of the message; and
- (v) Formats writing to increase readability e.g. by providing content headings.

b) Accountability

- (i) Is knowledgeable about Government of Uganda Accounting procedures, rules and regulations; and
- (ii) Is able to set realistic performance and service delivery standards.

c) Ethics and Integrity

- (i) Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards; and
- (ii) Openly advocates for observance of ethical values and principles to others.

d) Team work

- (i) Keeps team members informed and up to date;
- (ii) Shares experiences, knowledge with team members;
- (iii) Promotes cooperation amongst team members;
- (iv) Praises team members for achievements; and
- (v) Coaches team members whenever necessary.

e) Results Oriented

- (i) Aware of the mission, goals, strategic objectives and key outputs of the organization and own department;
- (ii) Able to link the objectives and outputs of the department to his or her own job;
- (iii) Able to prioritize work and makes decisions that are aligned with established objectives; and
- (iv) Strives to improve results.

Concern for quality and standards

- (i) Sets up new procedures and establishes a system for measuring and monitoring compliance; and
- (ii) Communicates and reinforces standards.

Managing Employee Performance

- (i) Is familiar with the present performance management system within the organisation and follows guidelines and

standards for formal performance planning and review;
and

- (ii) Maintains an open atmosphere to encourage questions and discussion.

Senior Assistant Secretary

Job Title:	Senior Assistant Secretary
Salary Scale:	U3
Reports to:	Principal Assistant Secretary
Directly supervises:	Assistant Secretary
Job Purpose:	To provide day to day administrative services for the effective interpretation, review and implementation of government policies.

Key Duties and Responsibilities

- (i) Taking minutes of the senior management meetings;
- (ii) Assisting the Principal Assistant Secretary in managing Protocol affairs;
- (iii) Providing administrative support to the Ministry or Department;
- (iv) Acting as the link between Ministry or Department and Parliament;
- (v) Ensuring the maintenance of assets and facilities;
- (vi) Ensuring the availability, proper use and maintenance of utilities;
- (vii) Participating in the organization of the national functions; and
- (viii) Appraising and supervising subordinate staff.

Key Result Areas

- (i) Top and senior management meetings minutes taken and drafts with action sheets timely circulated;

- (ii) Assets and facilities maintained;
- (iii) Utilities properly used and payments timely made;
- (iv) Subordinate staff appraised and supervised; and
- (v) Responses to queries that are administrative in nature are initiated timely.

Job and Person Specifications

a) Academic Qualifications

- (a) An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management Science, Law, Commerce (Management option), Business Administration (Management option) or a related field from a recognized awarding Institution.
- (b) Administrative Officer's Law Course Certificate
- (c) A Post graduate Diploma in Public Administration, Management, Development Administration or a related field from a recognized awarding Institution.

(b) Experience

At least 3 years of working experience at Assistant Secretary Level or equivalent level of experience in administration gained in government or from a reputable organization.

(c)Competences

(i) Technical

a) Management of organizational environment.

(i) Has basic understanding of the Constitutional provisions relating to the Public Service;

(ii) Is aware of his/her job and what needs to be done; and

(iii) Understands the contributions of the job in relation to the mission of the department and organization.

b) Effective coordination of meetings

(i) Circulates the meeting agenda in advance along with relevant materials for adequate preparation by participants;

(ii) Ensures that participants who are required to attend the meeting are present;

(iii) Organizes logistics to complement and enhance goals of the meeting;

(iv) Is able to maintain attention and interest;

(v) Is able to record the proceedings of the meeting and produce the minutes within the specified time lines; and

(vi) Prepare budget for the meeting.

c) Planning, organizing and coordinating

(i) Adjusts plan appropriately and takes initiative to follow through rather than wait for problems; and

(ii) Anticipates problems, takes advantage of opportunities and effectively deals with them.

(ii) Behavioral

a) Communicating effectively

(i) Seeks the thoughts of others in an effort to better understand them;

(ii) Responds by giving clear, concise and accurate information;

(iii) Volunteers additional information that may not have been requested in order to provide the listener with relevant information related to the issue;

(iv) Formats the material based on the purpose of communicating, the competences of the target audience and in a way that facilitates the understanding of the message; and

(v) Formats writing to increase readability e.g. by providing content headings.

b) Networking

(i) Has strong interpersonal skills;

(ii) Takes full advantage of membership of occupational or professional groups/associations, cross-organizational committees and communities of practice; and

(iii) Easily gets involved in discussion of areas of mutual interest.

c) Public relations and customer care

- (i) Clarifies roles and duties to avoid being misunderstood;
- (ii) Takes personal responsibility for correcting customer service problems and does so promptly; and
- (iii) Sees oneself as a representative of the organization and acts in a way that markets/promotes the organization.

d) Ethics and Integrity

- (i) Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards; and
- (ii) Openly advocates for observance of ethical values and principles to others.

Job Title: Assistant Secretary

Salary Scale: U4

Reports to: Senior Assistant Secretary

Directly supervises: Support staff

Job Purpose: To assist and provide support to the Senior Assistant Secretary in the interpretation, review and implementation of government policies.

Key Duties and Responsibilities

- (i) Supervising the delivery of goods and services;
- (ii) Assembling and collating data for planning purposes;
- (iii) Supervising mail, postage and courier services;
- (iv) Supervising reception facilities;
- (v) Taking and distributing minutes of meetings;
- (vi) Making preparations for Ministry or Department functions;
- (vii) Assisting in the management of vehicles;
- (viii) Compiling data and information for public speeches; and
- (ix) Coordinate travel arrangements for senior officers in the Ministry or Department.

Key Result Areas

- (i) Delivery of goods and services supervised;
- (ii) Data for planning purposes assembled and collated;

- (iii) Mail, postage and courier services supervised;
- (iv) Reception facilities supervised;
- (v) Minutes of meetings taken and distributed;
- (vi) Management of vehicles supervised;
- (vii) Data and information for public speeches compiled; and
- (viii) Travel arrangements for senior officers coordinated.

Job and Person Specifications

a) Academic Qualifications

An Honors Bachelor's Degree in Arts, Social Sciences, Development Studies, Social Work and Social Administration, Management Science, Law, Commerce (Management option), Business Administration (Management option) or a related field from a recognized University/Institution.

b) Competences

(i) Technical

a) Planning, organizing and coordinating

- (i) Develops operational plans in line with organization objectives, mandate and resources; and
- (ii) Establishes measures to assess progress against plan.

b) Records and Information Management

- (i) Collects, creates and receives records;
- (ii) Arranges information according to classification scheme;
- (iii) Identifies, retrieves, circulates and monitors records;

- (iv) Provides access to records/information;
- (v) Respects and maintains the nature of records and information entrusted to him or her;
- (vi) Recognizes and understands the differences between various types of records and the way they are created;
- (vii) Ensures the security of records entrusted to him/her;
- (viii) Understands the use of black and red minutes;
- (ix) Understands the color coding of official files;
- (x) uses the transit ladder on the files for communication purposes;
and
- (xi) Understands the role of registries.

c) Behavioral

a) Ethics and Integrity

- (i) Readily available for assessment against Public Service and professional codes of conduct;
- (ii) Takes pride in being a person of integrity;
- (iii) Voluntarily modifies behavior in order to hold to ethical standards;
- (iv) Is not persuaded to change standards even if others do not adhere to them; and

(v) Observes the cardinal principles and code of conduct of the Public Service.

b) Public relations and customer care

(i) Takes care to avoid behavior that may portray a negative image of the organization;

(ii) Follows up customer inquiries, requests and complaints and keeps customer updated about progress;

(iii) Ensures courteous and professional service; and

(iv) Provides helpful information to clients.

c) Communicating effectively

(i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;

(ii) Listens in order to understand and responds to things that appear important to others;

(iii) Is receptive and pays attention to the emotion in body language, facial expression and tone of voice;

(iv) Shows respect by giving attention to the speaker and uses a respective tone when speaking to others; and

(v) Follows the rules of grammar, correct spelling, verb tenses and sentence structure.

LOCAL GOVERNMENTS

Job Title:	Chief Administrative Officer (CAO)
Salary Scale:	U1SE
Reports to:	District Chairperson
Directly supervises:	Deputy Chief Administrative Officer Chief Finance Officer District Education Officer District Health Officer District Planner District Production Officer District Commercial Officer District Engineer District Natural Resources Officer District Community-Based Services Officer.
Job Purpose:	To head the District Public Service and provide strategic leadership in developing, reviewing, monitoring and implementation of policies, plans, strategies and programs of the Central Government and District Council; and provide for proper use

and accountability of the District Council resources.

Key Duties and Responsibilities

- (i) Managing and guiding the implementation of all lawful Council and Central Government policies, plans and strategies, programs, ordinances and bye-laws;
- (ii) Guiding, supervising, monitoring and coordinating staff and activities of the District and lower Local Government Councils in the application of the relevant laws and policies;
- (iii) Promoting accountability and transparency in the management and delivery of Council's services in the District and adherence to Existing Financial Regulations and Guidelines;
- (iv) Promoting proper development, review and management of District Plans and strategies;
- (v) Supervising and coordinating the activities of all delegated services and the Officers rendering those services in the District;
- (vi) Promoting and enhancing collaboration linkages between the District Council and Central Government for effective implementation of Government policies and achievement of national objectives;
- (vii) Providing technical support and advice to the political leadership of the District to facilitate effective Council decision making process;
- (viii) Liaising with Resident District Commissioner to ensure maintenance of law, order and security in the District; and

- (ix) Promoting safe custody of all properties, documents and records of the Local Government Council.

Key Result Areas

- (i) Fiscal and Other resources in the District accounted for;
- (ii) Lawful Council decisions implemented;
- (iii) Local Government Councils and their Departments advised and guided on their daily activities;
- (iv) Accountability and transparency promoted in the District;
- (v) District and Lower Council Staff activities supervised, coordinated and their activities monitored;
- (vi) District Development Plans properly aligned to the National goals and objectives;
- (vii) Delegated services and the implementing staff supervised and coordinated;
- (viii) Safe Custody of properties, documents and records of Council ensured;
- (ix) Liaison between the District Council and Central Government done; and
- (x) Law, order and security in the District enhanced and maintained in liaison with Resident District Commissioner.

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelor's Degree in Social Sciences, Development Studies, Social Work and Social Administration or Arts or

Management or Law or Commerce (Management option) or Business Administration (Management option) from a recognized awarding Institution.

(ii) Certificate in Administrative Officers' Law Course.

(iii) Post Graduate Diploma in Public Administration and Management, Development Administration or any other relevant discipline from a recognized awarding Institution.

(iv) Masters Degree in either Public Administration and Management or Public Sector Management or Human Resources Management or Development Studies or Management Studies or Finance and Accounting from a recognized awarding Institution,

(b) Experience:

At least twelve (12) years working experience in the public service, three (3) of which should have been at the level of Deputy Chief Administrative Officer in Government or equivalent and relevant level of experience in administration from a reputable organization.

(c) Competences:

(i) Technical

a) Financial Management

(i) Is able to defend organizational/departmental budget estimates;

- (ii) Is able to identify clear expenditure priorities and funding; and
- (iii) Is able to monitor and evaluate budget performance and cause remedial action.

b) Planning, Organizing and Coordinating

Demonstrates an in depth understanding of linkages and relationships between organizations, and takes timely actions in facilitating groups and departments working together.

c) Management of Organizational Environment

- (i) Understands the various Public Service Reforms and other Government reforms;
- (ii) Is able to establish the link between the organization and the government's agenda; and
- (iii) Is able to discern the impact of the entity on stakeholders.

d) Strategic Thinking

Has the ability to align current action with strategic goals, objectives and priorities of the organization/government

e) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters.

f) Negotiation and Mediation

- (i) Able to analyze different scenarios and identify the best fallback position;
- (ii) Has clear understanding of the process and tactics of mediation and facilitating negotiation;
- (iii) Able to realize any ulterior motives of the other party;
- (iv) Draws correct points of agreements and conclusions;
- (v) Is able to obtain a WIN-WIN position as an end result; and
- (vi) Is able to reach solutions to satisfy fundamental objectives.

(ii) Behavioral

a) Leadership and Team Work

- (i) Takes a stand on critical issues with honesty and integrity;
- (ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;
- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;
- (v) Sets and articulates a clear direction for the team; and

(vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

b) Accountability

(i) Upholds the principles of value for money;

(ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and

(iii) Is able to enforce accountability for organizational performance.

c) Public Relations and customer care

(i) Counters misinformation and upholds the image of the District;

(ii) Ensures that public processes are transparent and clear when dealing with controversial issues;

(iii) Maintains clear communication with customer regarding mutual expectations;

(iv) Monitors client satisfaction;

(v) Works with a long term perspective in addressing customer's problems. May trade off immediate costs for long term relationships; and

(vi) Looks for long term benefits to the customer.

d) Communicating Effectively

(i) Communicates information which sets new corporate and has a large public impact;

- (ii) Understands that communication (achieving understanding of one's point) is the responsibility of the speaker;
- (iii) Creates or develops complex documents by analyzing a variety of ideas, views and issues into a fluid and cohesive fashion and articles of thought, processes and information in a profound and persuasive way to provoke audience to thought or action;
- (iv) Ensures written material is factual and based on authoritative research; and
- (v) Uses appropriate examples, anecdotes, illustrations and humor to convey ideas.

e) Knowledge Management

- (i) Constantly monitors both external and internal sources of knowledge;
- (ii) Seeks out opportunities to address complex and /or ambiguous situations in which to apply current knowledge as a means of updating and expanding expertise;
- (iii) Seeks opportunities to expand boundaries of accepted practices and ways of doing things; and
- (iv) Establishes systems for collecting, sharing and evaluating new information.

f) Ethics and Integrity

- (i) Demonstrates ability to monitor and take corrective action to ensure adherence to organizational values, norms and principles;

(ii) Openly and clearly expresses dissatisfaction when organizational values are being compromised, even at risk of losing personal or career benefits; and

(iii) Is committed and champions the Leadership code.

g) Political acuity

Understands and addresses the underlying problems, opportunities or political forces that affect the organization.

h) Innovativeness

(i) Actively contributes to and encourages others to build an environment for innovation;

(ii) Drives out fears by fostering an environment where other people's new ideas can be heard and supported; and

(iii) Takes action to implement and follow up on innovative ideas.

Deputy Chief Administrative Officer (D/CAO)

Job Title:	Deputy Chief Administrative Officer (D/CAO)
Salary Scale:	U1SE
Reports to:	Chief Administrative Officer
Directly supervises:	Principal Assistant Chief Administrative Officer Principal Human Resources Officer Senior Records Officer
Job Purpose:	To deputize for the Chief Administrative Officer in managing and coordinating the implementation of Government and Council Policies and laws for purpose of improving the welfare of the population in the District.

Key Duties and Responsibilities

- (i) Providing administrative support services to the District Council and the technical Departments;
- (ii) Initiating and formulating District policies, plans, strategies and ordinances in liaison with other Heads of Department and Council Standing Committees;
- (iii) Supervising and coordinating proper management of the human resources in the District;
- (iv) Managing and providing efficient utilization and proper and timely accountability of all resources of the Administration and other Departments;

- (v) Carrying out the role of deputizing for the Chief Administrative Officer;
- (vi) Providing technical support and guidance to the technical departments on matters relating to administration;
- (vii) Coordinating and supervising the safe custody of Council properties and assets;
- (viii) Coordinating the production of District Development plans, work plans and budgets and annual and quarterly reports; and
- (ix) Supervising the upkeep and providing the safe custody of Council properties and assets.

Key Result Areas

- (i) Administrative support services to Council and the technical Departments provided;
- (ii) District policies and laws initiated and formulated;
- (iii) Human Resource Management services coordinated and supervised;
- (iv) Resources of the Department of administration efficiently utilized and accounted for;
- (v) CAO supported in Administering the District;
- (vi) Support and guidance to the administration Department provided; and
- (vii) Safe custody and maintenance of Council properties and assets ensured.

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelor's Degree in Social Sciences, Development Studies, Social Work and Social Administration or Arts or Management or Law or Commerce (Management option) or Business Administration (Management option) from a recognized awarding institution.
- (ii) Certificate in Administrative Officers' Law Course
- (iii) Post graduate Diploma in Public Administration and Management, Development Administration or any other related discipline from a recognized awarding Institution.
- (iv) A Master's Degree in either Public Administration and Management, Public Sector Management, Business Administration, Human Resource Management, Management Studies or a related field from a recognized awarding Institution.

(b) Experience:

At least twelve (12) years working experience, three (3) of which should have been gained at the level of Principal Assistant Secretary/ Principal Assistant Chief Administrative Officer in Government or equivalent and relevant level of experience in administration from a reputable organization.

(c) Competences:

(i) Technical

a) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iii) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

a) Financial Management

- (i) Is able to articulate organizational/departmental budget estimates;
- (i) Is able to identify clear expenditure priorities and funding; and
- (ii) Is able to monitor and evaluate budget performance and cause remedial action.

b) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters

c) Change Management

- (i) Is able to explain how the change will affect work processes and structures;

- (ii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and
- (iii) Gives feedback on the progress of the change initiative.

d) Strategic thinking

- (i) Can forecast and integrate different views; and
- (ii) Has the ability to identify how organizational policies, processes and procedures are likely to be affected by environmental changes

(iii) **Behavioral**

(a) Accountability

- (i) Upholds the principles of value for money;
- (ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and
- (iii) Is able to enforce accountability for organizational performance.

(b) Leadership

- (i) Takes a stand on critical issues with honesty and integrity;
- (ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;
- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;

- (v) Sets and articulates a clear direction for the team; and
- (vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

(c) Results Orientation

- (i) Ready to achieve challenging objectives in spite of obstacles and road blocks;
- (ii) Ready to seize new challenges and opportunities to set and achieve results; and
- (iii) Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support systems that ensure sustainability once the initial results are achieved.

(d) Team work

- (i) Ensures team members have a common understanding of knowledge and relevant information;
- (ii) Provides constructive criticism in case of any gaps;
- (iii) Instills team agenda before personal/individual interest; and
- (iv) Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.

(e) Political accountability/ingenuity

- (i) Has the ability to quickly identify and take into account important government interests into policy or decision making;

- (ii) Identifies and uses key actors and decision influencers; and
- (iii) Understands the climate and culture of the organization and uses the language and approach that is generally acceptable to produce best response.

Job Title: Principal Assistant Chief Administrative Officer

Salary Scale: U2

Reports to: Deputy Chief Administrative Officer

Directly supervises: Senior Assistant Chief Administrative Officers
Senior Office Supervisor

Job Purpose: To assist the Deputy Chief Administrative Officer in coordinating and monitoring all departmental projects, programs and administrative matters.

Key Duties and Responsibilities

- (i) Coordinating the preparation of audit query responses and initiating action on PAC directives;
- (ii) Managing, updating and monitoring inventory of equipment, fixtures and logistics in the district;
- (iii) Producing quarterly and annual performance reports for the Administration Department;
- (iv) Compiling responses for the CAO to queries raised in council meetings and writing speeches for CAO and other superiors;
- (v) Channeling routine inquires and coordinating media and public relations matters affecting the District;
- (vi) Organizing functions and meetings at the district;
- (vii) Enforcing accountability for financial and other public resources in the District;
- (viii) Monitoring and evaluating departmental activities and projects to ensure proper service delivery;

- (ix) Monitoring adherence to National and district priorities, policies, programs and legal obligations in the district;
- (x) Providing technical support on implementation of Government policies to sub-sectors in the District;
- (xi) Supervising the activities of Senior Assistant Secretaries at Sub County level; and
- (xii) Appraises staff under direct supervision.

Key Result Areas

- (i) Preparation of Audit query responses coordinated and actions on PAC directives initiated;
- (ii) Inventory of equipment and fixtures in the District managed and updated;
- (iii) Quarterly and annual performance reports for the Administration Department produced;
- (iv) Responses for the CAO to queries raised in Council compiled;
- (v) Routine inquiries, Media and public relations matters affecting the District coordinated;
- (vi) Activities and service delivery performance in the District monitored and evaluated;
- (vii) Functions and meetings at the District organized;
- (viii) Accountability for financial and other public resources in the District enforced;

- (ix) Adherence to National and District priorities, policies, programmes and legal obligations in the District monitored;
- (x) Technical support on implementation of Government policies to sub-sectors in the District provided;
- (xi) Acquisition and utilization of logistics in the District Monitored;
- (xii) Sub-county Chiefs supervised; and
- (xiii) Staff under supervision timely supervised.

Person Specifications

Qualifications

- (i) An Honors Bachelor's Degree in either Social Sciences, Development Studies, Social Work and Social Administration, Arts, Management or Law or Commerce (Management option) or Business Administration (Management option) or Management Science from a recognized awarding Institution.
- (ii) Certificate in Administrative Officers' Law Course
- (iii) Post graduate Diploma in Public Administration and Management, Development Administration or any other related discipline from a recognized awarding Institution.

Experience:

Should have a working experience of at least six (6) years, three of which should have been gained at the level of Senior Assistant Chief Administrative Officer or Senior Officer Level handling administrative

duties in Government or equivalent level of experience from a reputable private organization.

Competences:

a) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Develops and implements work plans;
- (iii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iv) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

a) Management of organizational environment

- (i) Understands Government's strategic objectives and principles;
- (ii) Is able to identify the key stakeholders and the nature of the relationship; and
- (iii) Understands the impact of the job on different stakeholders.

b) Coaching and mentoring

- (i) Provides routine exchange of knowledge with others to help them carry out assignments;
- (ii) Gives detailed instructions and/or on the-job demonstration;
- (iii) Reinforces behavior that produces positive outputs; and

- (iv) Provides information and directs the individual to other sources of information in order to allow them navigate.

c) Effective Management of meetings

- (i) Designs a meeting to accomplish specific, clearly defined, pre-set objectives. Analyses meeting results against objectives; and
- (ii) Organizes and facilitates meetings that start and end on time.

Behavioral

a) Effective Communication

- (i) Seeks the thoughts of others in an effort to better understand them;
- (ii) Responds by giving clear, concise and accurate information;
- (iii) Volunteer's additional information that may not have been requested in order to provide the listener with relevant information related to the issue;
- (iv) Formats the material based on the purpose of communicating, the competences of the target audience and in a way that facilitates the understanding of the message; and
- (v) Formats writing to increase readability e.g. by providing content headings.

b) Accountability

- (i) Is knowledgeable about Government of Uganda Accounting procedures, rules and regulations; and
- (ii) Is able to set realistic performance and service delivery standards.

c) Ethics and Integrity

- (i) Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards; and
- (ii) Openly advocates for observance of ethical values and principles to others.

d) Team work

- (i) Keeps team members informed and up to date;
- (ii) Shares experiences, knowledge with team members;
- (iii) Promotes cooperation amongst team members;
- (iv) Praises team members for achievements; and
- (v) Coaches team members whenever necessary.

e) Results Oriented

- (i) Aware of the mission, goals, strategic objectives and key outputs of the organization and own department;
- (ii) Able to link the objectives and outputs of the department to his/her own job;
- (iii) Able to prioritize work and make decisions that are aligned with established objectives; and
- (iv) Strives to improve results.

Job Title : Senior Assistant CAO (Sub-county Chief)
Salary Scale : U3
Reports to : Local Council III Chair Person and Chief

Administrative Officer

Responsible for : Community Development Officer
Agricultural Officer
Veterinary Officer
Fisheries Officer
Parish Chief
Senior Accounts Assistant

Job Purpose

To manage and coordinate the implementation of policies, programmes, projects and laws of Government and Local Council III for the general welfare and development of the population.

Key Duties and Responsibilities

- (i) Preparing the development plans for the Sub-county;
- (ii) Preparing work plans and budgets for the Sub-county;
- (iii) Arranging and facilitating meetings of the Sub-county council;
- (iv) Managing the implementation of all ordinances, bye-laws and Government policies, projects, programs and lawful directives.
- (v) Carrying out general administration of the sub-county in conformity with Government regulations and policies; District Ordinances or bye-laws; and Trust Fund or Secretariat by lower Councils;

- (vi) Collecting and accounting of Local Government revenue in the sub-county;
- (vii) Executing orders and warrants issued by any court of competent jurisdiction;
- (viii) Assisting in the prevention of crime and maintenance of law, order and security in the sub-county;
- (ix) Collecting data and keeping records of Council.
- (x) Providing technical support to the Local Council III in planning, budgeting and implementation of Government programs; and
- (xi) Supervising and monitoring the implementation of socio-economic development projects.

Key Result Areas

- (i) District Ordinances, bye-laws, Government policies and programs implemented;
- (ii) Sub-County Development Plan developed and Implemented;
- (iii) General administration in the sub-county undertaken;
- (iv) Collection of Local revenue ensured and resources accounted for;
- (v) Warrants of court of competent jurisdiction executed;
- (vi) Assistance in the maintenance of law, order and security provided;
- (vii) Assistance in the prevention of crime and public nuisance tendered;
- (viii) Data collected, processed, disseminated and records of council safely kept;
- (ix) Technical support to the Local Council III provided;
- (x) Implementation of socio-economic development projects in the sub-county monitored and supervised;
- (xi) Staff Performance Assessed; and

(xii) Council meetings held and minutes prepared.

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelor's Degree in Social Sciences, Development Studies, Social Work and Social Administration or Arts or Business Administration or Bachelor of Management Sciences, from a recognized awarding Institution.
- (ii) A certificate in Administrative Officers Law Course.
- (iii) Post Graduate Diploma in Public Administration and Management, Development Administration and any other related discipline from a recognized awarding Institution.

(b) Experience:

At least three (3) years of experience as Assistant Secretary or equivalent level in a public or reputable private organization.

Competences:

(i) Technical

a) Management of organizational environment

- (i) Has basic understanding of the Constitutional provisions relating to the Public Service;
- (ii) Is aware of his or her job and what needs to be done; and
- (iii) Understands the contributions of the job in relation to the mission of the department and organization.

b) Effective Coordination of Meetings

- (i) Circulates the meeting agenda in advance along with relevant materials for participants;
- (ii) Ensures that participants who are required to attend the meeting are present;
- (iii) Organizes logistics to complement and enhance goals of the meeting;
- (iv) Is able to maintain attention and interest; and
- (v) Prepares budgets for meetings.

c) Planning, organizing and coordinating

- (i) Adjusts plans appropriately and takes initiative to follow through rather than wait for problems; and
- (ii) Anticipates problems, takes advantage of opportunities and effectively deals with them.

d) Records and Information management

- (i) Applies the Bring Up (BU) system to avoid delays in dealing with other issues on the files;
- (ii) Is able to assess the security grading to the documents created or received; and
- (iii) Understands and applies registry and records management procedures and standards.

(ii) Behavioral

a) Effective Communication

- (i) Seeks the thoughts of others in an effort to better understand them;
- (ii) Responds by giving clear, concise and accurate information;
- (iii) Volunteers additional information that may not have been requested in order to provide the listener with relevant information related to the issue;
- (iv) Formats the material based on the purpose of communicating, the competences of the target audience and in a way that facilitates the understanding of the message; and
- (v) Formats writing to increase readability e.g. by providing content headings.

b) Networking

- (i) Has strong interpersonal skills;
- (ii) Takes full advantage of membership of occupational or professional groups and associations, cross-organizational committees and communities of practice; and
- (iii) Easily gets involved in discussion of areas of mutual interest.

c) Ethics and integrity

- (i) Monitors own actions for consistency with accepted values and standards; and

- (ii) Openly advocates for observance of ethical values and principles to others.

d) Public relations and customer care

- (i) Clarifies roles and duties to avoid being misunderstood;
- (ii) Takes personal responsibility for correcting customer service problems and does so promptly; and
- (iii) Sees oneself as a representative of the organization and acts in a way that markets and promotes the organization.

e) Concern for quality and standards

- i) Sets up new procedures and establishes a system for measuring and monitoring compliance; and
- ii) Communicates and reinforces standards.

f) Managing Employee Performance

- i) Is familiar with the present performance management system within the organisation and follows guidelines and standards for formal performance planning and review; and
- ii) Maintains an open atmosphere to encourage questions and discussion.

Job Title : **Parish Chief**

Salary Scale : U5

Reports to : Senior Assistant CAO (In charge Sub-county)

Job Purpose

To carry out the overall administration and management of a Parish in the Local Government.

Key Duties and Responsibilities

- (i) Mobilizing communities for development projects and programmes;
- (ii) Preparing work plans and budgets for the operations of the Parish;
- (iii) Preparing and compiling reports on parish operations for the attention of the Sub-County Chief;
- (iv) Collecting and accounting for Local revenue in the Parish;
- (v) Enforcing the implementation of National and Local Government policies, programmes and Council bye-laws in the Parish;
- (vi) Providing technical support to the Parish Council on any matters relating to lower Local Government governance;
- (vii) Undertaking duties of Secretariat to the Parish Council;
- (viii) Managing and monitoring Local Government projects implemented in the Parish;
- (ix) Coordinating the maintenance of law and order in a parish;
- (x) Registering births and deaths;
- (xi) Mobilizing and sensitizing communities to ensure food security; and
- (xii) Preparing accountabilities for community projects.

Key Result Areas

- (i) Performance reports on Parish operations prepared;
- (ii) Revenue in the Parish collected and accounted for;
- (iii) Work Plans and Budgets for the operation of the Parish prepared;
- (iv) National and Local Government policies and programmes implemented and Council bye-laws enforced in the parish;
- (v) Parish Community mobilized for developmental programmes;
- (vi) Technical support to Parish Council provided;
- (vii) Parish Council minutes recorded and resolutions disseminated to the relevant authorities;
- (viii) Government and District Projects and programmes implemented at the parish; and
- (ix) Law and order in a parish coordinated and maintained.

Person Specifications

(a) Qualifications

Should have a Diploma in Social work and Social Administration or Public Administration or Law or Social Development or Management from a recognized awarding Institution.

Competences:

(i) Technical

a) Planning, organizing and coordinating

(i) Develops operational plans in line with organization objectives, mandate and resources; and

(ii) Establishes measures to assess progress against plan.

b) Records and Information Management

(i) Collects, creates and receives records;

(ii) Arranges information according to classification scheme;

(iii) Identifies, retrieves, circulates and monitors records;

(iv) Provides access to records and information;

(v) Respects and maintains the nature of records and information entrusted to him or her;

(vi) Recognizes and understands the differences between various types of records and the way they are created;

(vii) Ensures the security of records entrusted to him or her;

(viii) Understands the use of black and red minutes;

(ix) Understands the color coding of official files;

(x) Is able to use the transit ladder on the files for communication purposes; and

(xi) Understands the role of registries.

e) Effective Management of Meetings

- (i) Circulates the meeting agenda in advance along with relevant materials for participants;
- (ii) Ensures that participants required to attend the meeting are present;
- (iii) Organizes logistics to complement and enhance goals of the meeting;
- (iv) Is able to maintain attention and interest; and
- (v) Prepares budgets for meetings.

Behavioral

a) Ethics and Integrity

- (i) Is able to assessed against Public Service and professional codes of conduct;
- (ii) Takes pride in being a person of integrity;
- (iii) Voluntarily modifies behavior in order to hold to ethical standards;
- (iv) Observes the cardinal principles and code of conduct of the Public Service.

b) Public relations and customer care

- (i) Takes care to avoid behavior that may portray a negative image of the Parish, Sub-county and District;
- (ii) Follows up customer inquiries, requests and complaints and keeps customer updated about progress;

- (iii) Ensures courteous and professional service; and
- (iv) Provides helpful information to clients.

c) Effective Communication

- (i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;
- (ii) Listens in order to understand and responds to things that appear important to others;
- (iii) Is receptive and pays attention to the emotion in body language and tone of voice;
- (iv) Shows respect by giving attention to the speaker and uses a respectful tone when speaking to others; and
- (v) Follows the rules of grammar, correct spelling, verb tenses and sentence structure.

URBAN COUNCILS

Job Title	:	Town Clerk (Municipal Council)
Other Title	:	Chief Township Officer
Salary Scale	:	U1SE
Reports to	:	Mayor
Responsible for	:	Deputy Town Clerk (Deputy Chief Township Officer) Principal Treasurer Principal Engineer Principal Education Officer Principal Commercial Officer Principal Medical Officer Principal Community Development Officer Senior Internal Auditor Senior Agriculture officer Senior environment officer Procurement officer

Job Purpose

To manage, coordinate and provide strategic leadership on the development, interpretation and implementation of National Policies, programmes and Council bye-laws for the Municipal Council.

Key Duties and Responsibilities

- (i) Managing, coordinating, monitoring and evaluating the implementation of national policies, programmes, Council decisions and projects in the Municipal Council;
- (ii) Advising Council on technical, administrative and legal matters pertaining to the management of the Municipal Council;
- (iii) Developing and Coordinating plans and budgets for municipal Council activities;
- (iv) Managing the acquisition, utilisation, maintenance and accountability for the human, financial and physical resources of the Municipal Council;
- (v) Supervising and evaluating performance of staff in the Municipal Council;
- (vi) Enhancing the collaboration linkages with other Local Councils and organisation both within and outside Municipal Council on matters pertaining to development;
- (vii) Assessing taxes and awarding licenses for operating business in the Municipal Council;
- (viii) Mobilising urban community for development purposes;
- (ix) Supporting proper physical planning for the Municipal Council and approval of structural plans; and
- (x) Developing and maintaining infrastructure in the Municipal Council including roads and buildings.

Key Result Areas

- (i) Implementation of national policies, programmes, council decisions, and projects in the municipal Council managed, coordinated, monitored and evaluated;
- (ii) Council advised on technical , administrative and legal matters pertaining to the management of Municipal Council;
- (iii) Plans and budgets for Municipal Council activities developed and implemented;
- (iv) Acquisition, utilisation, maintenance and accountability for the human, financial and physical resources of the Municipal Council managed;
- (v) Performance of staff in the Municipal Council supervised and evaluated;
- (vi) Collaboration linkages with other Local Councils and organisations both within and outside;
- (vii) Taxes assessed and licenses for operating business in the Municipal Council awarded;
- (viii) Mobilisation of the Municipal Council community for development purposes supported;
- (ix) Effective physical planning of the Municipal Council supported and structural plans approved; and
- (x) Infrastructure in the Municipal Council including roads and buildings developed and maintained

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelors Degree in Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce (Management option) or Business Administration (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution;
- (ii) Certificate in Administrative Officers' Law Course.
- (iii) A Post Graduate Diploma in Public Administration and Management or Urban Planning and Management or Development Administration and any other related discipline from a recognized awarding Institution.
- (iv) A Master's degree in Public Administration, Public Sector Management, Management studies, Development studies or Business Administration from a recognized awarding Institution;

(b) Experience

At least twelve (12) years of working experience three (3) of which should have been served at the level of Deputy Town Clerk (Municipal Council) or equivalent level of working experience from a reputable organization.

Competences

(i) Technical

a) Financial Management

- (i) Is able to articulate organizational or departmental budget estimates;
- (ii) Is able to identify clear expenditure priorities and funding; and

- (iii) Is able to monitor and evaluate budget performance and cause remedial action.

b) Planning, organizing and coordinating

Demonstrates an in depth understanding of linkages and relationships between organizations, and takes timely actions in facilitating groups and departments working together.

c) Management of Organizational Environment

- (i) Understands the various Public Service Reforms and other Government reforms;
- (ii) Is able to establish the link between the organization and the government's agenda; and
- (iii) Is able to discern the impact of the Entity on stakeholders.

d) Strategic Thinking

Has the ability to align current action with strategic goals, objectives and priorities of the organization or Government.

e) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters.

Behavioral

a) Leadership and Team Work

- (i) Takes a stand on critical issues with honesty and integrity;

- (ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;
- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;
- (v) Sets and articulates a clear direction for the team; and
- (vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

b) Accountability

- (i) Upholds the principles of value for money;
- (ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and
- (iii) Is able to enforce accountability for organizational performance.

c) Public Relations and Customer Care

- (i) Counters misinformation and upholds the image of the organization;
- (ii) Ensures that public processes are transparent and clear when dealing with controversial issues;
- (iii) Maintains clear communication with customer regarding mutual expectations;
- (iv) Monitors client satisfaction;

- (v) Works with a long term perspective in addressing customer's problems. May trade off immediate costs for long term relationships; and
- (vi) Looks for long term benefits to the customer.

d) Effective Communication

- (i) Communicates information which sets new corporate and political direction and has a large public impact;
- (ii) Understands that communication (achieving understanding of one's point) is the responsibility of the speaker;
- (iii) Creates or develops complex documents by analyzing a variety of ideas, views and issues into a fluid and cohesive fashion and articles of thought, processes and information in a profound and persuasive way to provoke audience to thought or action;
- (iv) Ensures written material is factual and based on authoritative research; and
- (v) Uses appropriate examples, anecdotes, illustrations and humor to convey ideas.

e) Knowledge Management,

- (i) Constantly monitors both external and internal sources of knowledge;
- (ii) Seeks out opportunities to address complex and /or ambiguous situations in which to apply current knowledge as a means of updating and expanding expertise;

- (iii) Seeks opportunities to expand boundaries of accepted practices and ways of doing things; and
- (iv) Establishes systems for collecting, sharing and evaluating new information.

f) Ethics and Integrity

- (i) Demonstrates ability to monitor and take corrective action to ensure adherence to organizational values, norms and principles;
- (ii) Openly and clearly expresses dissatisfaction when organizational values are being compromised, even at risk of losing personal or career benefit; and
- (iii) Is committed and champions the Leadership code.

g) Political acuity

Understands and addresses the underlying problems, opportunities or political forces that affect the organization.

h) Innovativeness

- (i) Actively contributes to and encourages others to build an environment for innovation;
- (ii) Drives out fears by fostering an environment where other people's new ideas can be heard and supported; and
- (iii) Takes action to implement and follow up on innovative ideas.

Job Title : Deputy Town Clerk (Municipal Council)
Other Title : Deputy Chief Township Officer

Salary Scale : U1E

Reports to : Town Clerk (Municipal Council)

Responsible for :

- Senior Human Resource Officer
- Communication Officer
- Assistant Town Clerk
- Records Officer
- Information and Technology(IT) officer

Job Purpose

To assist the Town Clerk in providing efficient and effective administrative services to the Municipal Council.

Key duties and Responsibilities

- (i) Supervising administration within the Municipal Council;
- (ii) Advising, monitoring and evaluating the effective implementation of Council resolutions, development projects and programmes in the Municipal Council;
- (iii) Supervising financial transactions at the division level;
- (iv) Assessing taxes and awarding licenses for operating business in the Municipal Council;
- (v) Interpreting local governments legislation pertaining to the administration of Municipal Council;

- (vi) Supervising the effective implementation of council resolutions, social services and service delivery within the division;
- (vii) Managing the utilization and safe custody of Municipal Council assets and records;
- (viii) Planning, budgeting for and supervising the activities of the Administration Department; and
- (ix) Facilitating the implementation of Municipal Council policies, bye laws and regulations within the department;

Key Result Areas

- (i) Administration within the Municipal council supervised;
- (ii) Effective implementation of Municipal Council resolutions, development projects and programmes in the Municipal Council monitored and evaluated;
- (iii) Financial transactions at the Division level supervised;
- (iv) Taxes for operating business in the Division assessed and licenses awarded;
- (v) Efficient and effective management of markets and parks supported;
- (vi) Collection of local revenue within the Division coordinated and supervised;
- (vii) Local Governments legislation pertaining to Municipal Council level administration interpreted;
- (viii) Administrative support services to all Departments provided;
- (ix) Enforcement of Law and order facilitated;
- (x) Human Resource Management policies and guidelines implemented; and
- (xi) Municipal Council property and records safely kept and maintained.

Job and Person Specifications

(a) Qualification

- (i) An Honors Bachelors Degree in Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce(Management option) or Business Studies (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution;
- (ii) Certificate in Administrative Officers' Law course.
- (iii) A Post Graduate Diploma in Public Administration and Management or Urban Planning and Management or Development Administration or any other related discipline from a recognized awarding Institution.
- (iv) A Master's degree in Public Administration, Public Sector Management, Management Studies, Development studies or Business Administration from a recognized awarding Institution.
- (v)

(b) Experience

At least Nine (9) years of experience three (3) of which should have been gained at the level of Principal Township officer/ Town Clerk of Town Council or equivalent level of experience from a reputable organization;

Competences:

(i) Technical

a) Planning, organizing and coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iii) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

b) Financial Management

Articulates organizational/departmental budget estimates;

- (i) Is able to identify clear expenditure priorities and funding; and
- (ii) Is able to monitor and evaluate budget performance and cause remedial action.

c) Human Resource Management

Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters

d) Change Management

- (i) Is able to explain how the change will affect work processes and structures;
- (ii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and

(iii) Gives feedback on the progress of the change initiative.

e) Strategic thinking

(i) Can forecast and integrate different views; and

(ii) Has the ability to identify how organizational policies, processes and procedures are likely to be affected by environmental changes.

f) Negotiation and Mediation

(i) Objectively forms the negotiating team;

(ii) Has the patience to listen and to take into account the other party's point of view; and

(iii) Able to disagree with the other party on any issue they raise without offending them.

Behavioral

(a) Accountability

(i) Upholds the principles of value for money;

(ii) Takes initiative and puts in place control measures to combat and eradicate misuse of public resources; and

(iii) Is able to enforce accountability for organizational performance.

(b) Leadership

(i) Takes a stand on critical issues with honesty and integrity;

(ii) Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results;

- (iii) Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others;
- (iv) Publicly defines a specific area where change is needed;
- (v) Sets and articulates a clear direction for the team; and
- (vi) Inspires confidence in the team and enthusiasm as well as commitment to attainment of the mission.

(c) Results Orientation

- (i) Ready to achieve challenging objectives in spite of obstacles and road blocks;
- (ii) Ready to seize new challenges and opportunities to set and achieve results; and
- (iii) Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support systems that ensure sustainability once the initial results are achieved.

(d) Team work

- (i) Ensures team members have a common understanding of knowledge and relevant information;
- (ii) Provides constructive criticism in case of any gaps;
- (iii) Instills team agenda before personal or individual interest; and

- (iv) Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.

(e) Political accountability/ingenuity

- (i) Has the ability to quickly identify and take into account important government interests into policy/decision making;
- (ii) Identifies and uses key actors and decision influencers; and
- (iii) Understands the climate and culture of the organization and uses the language and approach that is generally acceptable to produce best response.

Job Title : **Town Clerk (Town Council)**
Other Title : Principal Township Officer
Salary Scale : U2
Reports to : Chairperson LC III
Responsible for : Senior Assistant Town Clerk (Senior Township Officer)

Senior Community Development Officer
Senior Treasurer
Senior Commercial Officer
Town Engineer/ Senior Engineer
Veterinary Officer
Human Resource Officer
Principal Health Inspector
Senior Internal Auditor

Job Purpose

To manage and coordinate implementation of National Policies, programmes and Council by-laws for the development and general welfare of the Town Council.

Key Duties and Responsibilities

- (i) Managing and coordinating the implementation of national policies, regulations, programmes, projects and Council decisions in the Town Council;

- (ii) Providing technical advice to Council on administrative and legal matters pertaining to the management of the Town Council;
- (iii) Developing and coordinating plans and budgets for Council activities;
- (iv) Providing safe custody and accountability for resources, records and other facilities of the Council;
- (v) Enhancing collaboration linkages with other Local Councils and organisations both within and outside the Town Council on matters pertaining to development;
- (vi) Assessing taxes and awarding licenses for operating business in the Town Council;
- (vii) Mobilising urban community for development purposes; and
- (viii) Supporting physical planning for the Town Council and approving structural plans;
- (ix) Developing and maintaining infrastructure in the Town Council including roads and buildings;

Key Result Areas

- (i) Implementation of national policies, regulations, programmes, projects and Council decisions in the Town Council managed and coordinated;
- (ii) ii. Technical support on administrative and legal matters pertaining to the management of the Town Council provided;
- (iii) Plans and budgets for Council activities Coordinated;
- (iv) All documents and records of the Council kept safely
- (v) Acquisition, utilisation, maintenance and overall accountability for the human, financial and physical resources of the Town Council managed;

- (vi) Performance of staff in the Town Council supervised and evaluated;
- (vii) Collaboration linkages with other Local Councils and organisation both within and outside the Town Council on matters pertaining to development enhanced;
- (viii) Taxes assessed and licenses for operating business in the Town Council awarded; and
- (ix) Physical planning of the Town Council supported and structural plans approved.

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelor's Degree in Either Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce (Management option) or Business Administration (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution;
- (ii) Certificate in Administrative Officers' Law Course.
- (iii) A Post Graduate Diploma in Public Administration and Management or Urban Planning and Management or Development Administration or any other related discipline from a recognized awarding Institution.

(a) Experience

At least six (6) years of experience three of which should have been at the level of Senior Township Officer / Senior Assistant Town Clerk or equivalent level of working experience from a reputable organization;

Competences

(a) Technical

a) Financial Management

- (i) Understands the Government budgeting process;
- (ii) Is able to forecast and make budget provisions within time;
- (iii) Has knowledge of and understands Government financial accounting regulations, procedures and systems;

b) Change Management

- (i) Is able to advocate change initiatives;
- (ii) Is able to explain how the change will affect work processes and structures;
- (iii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and
- (iv) Gives feedback on the progress of the change initiative.

c) Accountability

- (i) Is knowledgeable about Government of Uganda Accounting procedures, rules and regulations; and
- (ii) Is able to set realistic performance and service delivery standards.

d) Leadership

- (i) Encourages team Members to take action and accept personal accountability;

- (ii) Demonstrates openness with others, sharing own values and beliefs in an effort to guide them;
- (iii) Provides constructive and supportive feedback;
- (iv) Uses formal authority and power in a fair and equitable manner;
- (v) Promotes team and individual effectiveness;
- (vi) Uses strategies to promote morale and productivity; and
- (vii) Empowers and encourages others to express their point of view.

Behavioral

a) Coaching and mentoring

- (i) Is able to identify what to delegate and what must not be delegated;
- (ii) Willingness to give away some of his or her responsibilities without abdicating;
- (iii) Is able to give adequate time to staff to manage the assignment;
- (iv) Articulates the purpose and tasks clearly;
- (v) Provides all the necessary documentation on the subject matter;
- (vi) Sets realistic targets;
- (vii) Periodically follows up on agreed targets;
- (viii) Provides guidance and coaching whenever necessary;
- (ix) Praises the employees for work well done; and

- (x) Able to identify existing knowledge and skills of staff and identify gaps.

b) Delegation

- (i) Is able to identify what to delegate and what must not be delegated;
- (ii) Willingness to give away some of his/her responsibilities without abdicating;
- (iii) Is able to give adequate time to staff to manage the assignment;
- (iv) Articulates the purpose and tasks clearly;
- (v) Provides all the necessary documentation on the subject matter;
- (vi) Sets realistic targets;
- (vii) Periodically follows up on agreed targets;
- (viii) Provides guidance and coaching whenever necessary;
- (ix) Praises the employees for work well done; and
- (x) Able to identify existing knowledge and skills of staff and identify gaps.

c) Managing employee performance

- (i) Sees the development of the potential of others as a personal job performance goal;
- (ii) Is skilled at handling or defusing aggressive or non-productive behavior;

- (iii) Does not avoid or delay discussions and feedback with employees about below standard performance.

d) Strategic thinking

- (i) Can design alternative scenarios and business models; and
- (ii) Is able to link organizational strategic plans to the departmental and individual performance plans.

e) Human Resource Management

- (i) Has analytical skills needed to make sound HR decisions;
- (ii) Is able to interview for suitability for recruitment and promotion;
- (iii) Is able to assess staff performance;
- (iv) Can coach and mentor staff; and
- (v) Is able to delegate and supervise staff.

f) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Develops and implements work plans for complex projects;
- (iii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and

- (iv) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

g) Political accountability / Ingenuity

- (i) Understands and uses the formal structures of the organization;
- (ii) Understands the role of the organization in fulfilling government manifesto and other strategic objectives and policies; and
- (iii) Understands the key policies and principles of the organization.

Job Title : Senior Assistant Town Clerk
Salary Scale : U3
Reports to : Town Clerk
Responsible for : Law Enforcement Officer
Assistant Town Clerk
Information Technology Officer
Assistant Records Officer
Town Agent

Job Purpose

To deputize the Town Clerk in providing efficient and effective administrative services in the Town

Council.

Key Outputs

- (i) Administration within the Town Council supervised;
- (ii) Effective implementation of Council resolutions, development programs and projects monitored and evaluated;
- (iii) Technical support on planning and implementation of development programs in the Town Council provided;
- (iv) Taxes assessed and licenses for operating business in the Town Council awarded;
- (v) Markets and parks efficiently and effectively managed;
- (vi) Collection of local revenue within the Town Council managed and accounted for;
- (vii) Local Governments legislation pertaining to Town Council administration interpreted.

Key Functions

- (i) Supervising administration within the Town Council;
- (ii) Monitoring and evaluating the effective implementation of programs and projects in the Town Council;
- (iii) Providing technical support on planning and implementation of development projects in the Town Council;
- (iv) Enhancing collaboration linkages with Local Councils and organizations both within and outside the Town Council on matters pertaining to development;
- (v) Assessing taxes and awarding licenses for operating business in the Town Council;
- (vi) Interpreting local governments legislation pertaining to Town Council administration; and
- (vii) Supervising the effective implementation of council resolutions within the Town Council.

Person Specification

(a)Qualifications

- (i) An Honors Bachelor's Degree in Either Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce (Management option) or Business Administration (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution;
- (ii) Certificate in Administrative Officers' Law Course.
- (iii)** A Post Graduate Diploma in Public Administration and Management or Urban Planning and Management or Development

Administration or any other related discipline from a recognized awarding Institution.

Experience

At least three (3) years of experience as an Assistant Town Clerk or equivalent level from a public or reputable private organization;

Competences

(b) Technical

a) Financial Management

- (i) Understands the Government budgeting process;
- (ii) Is able to forecast and make budget provisions within time;
- (iii) Has knowledge of and understands Government financial accounting regulations, procedures and systems;

b) Change Management

- (i) Is able to advocate change initiatives;
- (ii) Is able to explain how the change will affect work processes and structures;
- (iii) Takes initiative and sustained action to ensure the successful implementation of the change programme; and
- (iv) Gives feedback on the progress of the change initiative.

c) Accountability

- (i) Is knowledgeable about Government of Uganda Accounting procedures, rules and regulations; and

(ii) Is able to set realistic performance and service delivery standards.

d) Leadership

(i) Encourages team Members to take action and accept personal accountability;

(ii) Demonstrates openness with others, sharing own values and beliefs in an effort to guide them;

(iii) Provides constructive and supportive feedback;

(iv) Uses formal authority and power in a fair and equitable manner;

(v) Promotes team and individual effectiveness;

(vi) Uses strategies to promote morale and productivity; and

(vii) Empowers and encourages others to express their point of view.

Behavioral

a) Coaching and mentoring

(i) Is able to identify what to delegate and what must not be delegated;

(ii) Willingness to give away some of his or her responsibilities without abdicating;

(iii) Is able to give adequate time to staff to manage the assignment;

(iv) Articulates the purpose and tasks clearly;

(v) Provides all the necessary documentation on the subject matter;

(vi) Sets realistic targets;

- (vii) Periodically follows up on agreed targets;
- (viii) Provides guidance and coaching whenever necessary;
- (ix) Praises the employees for work well done; and
- (x) Able to identify existing knowledge and skills of staff and identify gaps.

b) Delegation

- (i) Is able to identify what to delegate and what must not be delegated;
- (ii) Willingness to give away some of his/her responsibilities without abdicating;
- (iii) Is able to give adequate time to staff to manage the assignment;
- (iv) Articulates the purpose and tasks clearly;
- (v) Provides all the necessary documentation on the subject matter;
- (vi) Sets realistic targets;
- (vii) Periodically follows up on agreed targets;
- (viii) Provides guidance and coaching whenever necessary;
- (ix) Praises the employees for work well done; and
- (x) Able to identify existing knowledge and skills of staff and identify gaps.

c) Managing employee performance

- (i) Sees the development of the potential of others as a personal job performance goal;

- (ii) Is skilled at handling or defusing aggressive or non-productive behavior;
- (iii) Does not avoid or delay discussions and feedback with employees about below standard performance.

d) Strategic thinking

- (i) Can design alternative scenarios and business models; and
- (ii) Is able to link organizational strategic plans to the departmental and individual performance plans.

e) Human Resource Management

- (i) Has analytical skills needed to make sound HR decisions;
- (ii) Is able to interview for suitability for recruitment and promotion;
- (iii) Is able to assess staff performance;
- (iv) Can coach and mentor staff; and
- (v) Is able to delegate and supervise staff.

f) Planning, Organizing and Coordinating

- (i) Plans allocation of staff, funds, tools and facilities;
- (ii) Develops and implements work plans for complex projects;
- (iii) Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively; and
- (iv) Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems.

g) Political accountability / Ingenuity

- (i) Understands and uses the formal structures of the organization;
- (ii) Understands the role of the organization in fulfilling government manifesto and other strategic objectives and policies; and
- (iii) Understands the key policies and principles of the organization.

Job Title : **Assistant Town Clerk (Town Council)**

Salary Scale : U4

Reports to : Senior Assistant Town Clerk

Job Purpose

To provide efficient and effective administrative services in the Urban Council.

Key duties and Responsibilities

- (i) Supervising Administrative services within the Urban Council;
- (ii) Managing the facilitation and logistics of the Urban Council;
- (iii) Maintaining Urban Council inventory on property and assets;
- (iv) Assessing and collecting taxes;
- (v) Managing markets and parks efficiently and effectively;
- (vi) Mobilizing and collecting Local Revenue within the Urban Council;
- (vii) Enhancing community linkage with the Urban Council; and
- (viii) Enforcing community compliance to council resolutions;

Key Result Areas

- (i) Administrative services within the Urban Council Supervised;
- (ii) Logistics of the Urban Council managed;
- (iii) Inventory on property and assets of Urban Council Maintained;
- (iv) Taxes assessed and licenses for operating business in Urban Council.
- (v) Markets and parks efficiently and effectively managed;
- (vi) Local Revenue within the Urban Council mobilized and collected;
- (vii) linkage between the community and the Urban Council enhanced; and
- (viii) Community compliance to council resolutions enforced;

Job and Person Specifications

(a) Academic Qualification

- (i) An Honors Bachelor's Degree in either Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce (Management option) or Business Administration (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution.
- (ii) Certificate in Administrative officers Law Course.

Competences

(i) Technical

a) Management of organization environment

- (i) Has basic understanding of the Constitutional provisions relating to the Public Service;
- (ii) Is aware of his or her job and what needs to be done; and
- (iii) Understands the contributions of the job in relation to the mission of the department and organization.

b) Planning, organizing and coordinating

- (i) Develops operational plans in line with organization objectives, mandate and resources; and
- (ii) Establishes measures to assess progress against plan.

c) Records and Information Management

- (i) Collects, creates and receives records;

- (ii) Arranges information according to classification scheme;
- (iii) Identifies, retrieves, circulates and monitors records;
- (iv) Provides access to records and information;
- (v) Respects and maintains the nature of records and information entrusted to him or her;
- (vi) Recognizes and understands the differences between various types of records and the way they are created;
- (vii) Ensures the security of records entrusted to him or her;
- (viii) Understands the use of black and red minutes;
- (ix) Understands the color coding of official files;
- (x) Is able to use the transit ladder on the files for communication purposes; and
- (xi) Understands the role of registries.

d) Effective Coordination of Meetings

- (i) Circulates the meeting agenda in advance along with relevant materials for participants;
- (ii) Ensures that participants who are required to attend the meeting are present;
- (iii) Organizes logistics to complement and enhance goals of the meeting;
- (iv) Is able to maintain attention and interest; and
- (v) Prepares budgets for meetings.

Behavioral

a) Effective Communication

- i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;
- ii) Listens in order to understand and responds to things that appear important to others;
- iii) Is receptive and pays attention to the emotion in body language and tone of voice; and
- iv) Shows respect by giving attention to the speaker and uses a respective tone when speaking to others.
- v) Follows the rules of grammar, correct spelling, verb tenses and sentence structure.

b) Ethics and integrity

- (i) Is able to be assessed against Public Service and professional codes of conduct;
- (ii) Takes pride in being a person of integrity;
- (iii) Voluntarily modifies behavior in order to hold to ethical standards;
- (iv) Is not persuaded to change standards even if others do not adhere to them; and
- (v) Observes the cardinal principles and code of conduct of the Public Service.

c) Concern for quality and standards

- (i) Checks own work and double checks the accuracy of particular information; and
- (ii) Follows internal control procedures and ensures own compliance with standards where they exist.

d) Team Work

- (i) Participates willingly and actively in team activities;
- (ii) Fulfills what he or she is assigned in time;
- (iii) Supports team decisions even when different from own point of view;
- (iv) Is willing to learn from others; and
- (v) Values other team members and their ideas.

Job Title : **Assistant Town Clerk (In Charge of a Town Board)**

Salary Scale : U4

Reports to : Chief Administrative Officer

Responsible for : Office Typist
Office Attendant

Job Purpose

To provide efficient and effective administrative services at the Town Board level of a Local Government.

Key Duties and Responsibilities

- (i) Supervising administration within the Town Board;
- (ii) Monitoring and evaluating the effective implementation of programmes and projects in the Town Board;
- (iii) Providing technical support to the Local Council on planning and implementation of development in the Town Board;
- (iv) Managing financial transactions in the Town Board;
- (v) Assessing taxes and awarding licenses for operating businesses in the Town Board;
- (vi) Interpreting local governments legislation pertaining to Town Board administration;
- (vii) Supervising the effective implementation of council resolutions, social services and service delivery within the Town Board; and
- (viii) Supervising and appraising of Town Board staff.

Key Result Areas

- (i) Administration within the Town Board Supervised;
- (ii) Implementation of programmes and projects in the Town Board monitored and evaluated;
- (iii) Technical support to the Local Council on planning and implementation of development in the Town Board provided;
- (iv) Financial transactions in the Town Board managed;
- (v) Taxes assessing and license awarding for operating businesses in the Town Board efficiently managed;
- (vi) Local governments legislation pertaining to Town Board administration interpreted; and
- (vii) Effective implementation of council resolutions, social services and service delivery within the Town Board supervised; and
- (viii) Town Board staff supervised and appraised.

Job and Person Specifications

(a) Qualifications

- (i) An Honors Bachelor's Degree in either Social Sciences, Arts, Development Studies, Social Work and Social Administration or Law or Commerce (Management option) or Business Administration (Management option) or Management Science or Urban Planning and Management from a recognized awarding Institution.
- (ii) Certificate in Administrative Officers Law Course.

Competences

(i) Technical

a) Management of organization environment

- (i) Has basic understanding of the Constitutional provisions relating to the Public Service;
- (ii) Is aware of his or her job and what needs to be done;
- (iii) Understands the contributions of the job in relation to the mission of the department and organization;

b) Planning, organizing and coordinating

- (i) Develops operational plans in line with organization objectives, mandate and resources;
- (ii) Establishes measures to assess progress against plan.

c) Effective Coordination of Meetings

- (i) Circulates the meeting agenda in advance along with relevant materials for participants;
- (ii) Ensures that participants required to attend meeting are present;
- (iii) Organizes logistics to compliment and enhance goals of the meeting;
- (iv) Is able to maintain attention and interest; and
- (v) Prepares budgets for meetings.

Behavioral

a) Ethics and integrity

- (i) Is able to be assessed against Public Service and professional codes of conduct;
- (ii) Takes pride in being a person of integrity;
- (iii) Voluntarily modifies behavior in order to hold to ethical standards;
- (iv) Is not persuaded to change standards even if others do not adhere to them; and
- (v) Observes the cardinal principles and code of conduct of the Public Service.

b) Networking

- (i) Makes himself or herself readily available to participate in gatherings or meetings of partners even if they are informal; and
- (ii) Is able to interact and relate to others.

c) Effective Communication

- (i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;
- (ii) Listens in order to understand and responds to things that appear important to others;
- (iii) Is receptive and pays attention to the emotion in body language, facial expression and tone of voice;

- (iv) Shows respect by giving attention to the speaker and uses a respective tone when speaking to others; and
- (v) Follows the rules of grammar, correct spelling, verb tenses and sentence structure.

d) Public Relations and Customer Care

- (i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;
- (ii) Listens in order to understand and responds to things that appear important to others;
- (iii) Is receptive and pays attention to the emotion in body language, facial expression and tone of voice;
- (iv) Shows respect by giving attention to the speaker and uses a respective tone when speaking to others; and
- (v) Follows the rules of grammar, correct spelling, verb tenses and sentence structure.

Job Title : Town Agent
Salary Scale : U5
Reports to : Assistant Town Clerk

Job Purpose

To enforce adherence to policies, collection of taxes and maintenance of law and order in the Ward.

Key Duties and Responsibilities

- (i) Mobilizing the population in the ward to meet their civic obligations;
- (ii) Collecting and assessing Taxes and Property rates;
- (iii) Maintaining law and order in the Ward;
- (iv) Registering all businesses in the Ward;
- (v) Arbitrating in simple civil disputes;
- (vi) Enforcing population adherence to council policy on hygiene, sanitation and development; and
- (vii) Performing duties as secretary to the ward.

Key Result Areas

- (i) Population mobilized in the ward to meet their civic obligations;
- (ii) Taxes and property rates assessed and collected;
- (iii) Law and order maintained in the Ward;

- (iv) Simple civil disputes arbitrated;
- (v) Adherence to the ward council policy on hygiene, sanitation and development enforced;
- (vi) Duties of secretary to the ward performed;
- (vii) Ward Cleaning supervised; and
- (viii) Businesses in the Ward registered.

Job and Person Specifications

(b) Qualifications

Should have a Diploma in Public Administration and Management or Social Work and Social Administration or Environmental Management or Community Development from a recognized awarding Institution.

Competences:

(i) Technical

a) Planning, organizing and coordinating

- (i) Develops operational plans in line with organization objectives, mandate and resources; and
- (ii) Establishes measures to assess progress against plan.

b) Records and Information Management

- (i) Collects, creates and receives records;
- (ii) Arranges information according to classification scheme;
- (iii) Identifies, retrieves, circulates and monitors records;

- (iv) Provides access to records and information;
- (v) Respects and maintains the nature of records and information entrusted to him or her;
- (vi) Recognizes and understands the differences between various types of records and the way they are created;
- (vii) Ensures the security of records entrusted to him or her;
- (viii) Understands the use of black and red minutes;
- (ix) Understands the color coding of official files;
- (x) Is able to use the transit ladder on the files for communication purposes; and
- (xi) Understands the role of registries.

c) Effective Management of Meetings

- (i) Circulates the meeting agenda in advance along with relevant materials for participants;
- (ii) Ensures that participants required to attend the meeting are present;
- (iii) Organizes logistics to complement and enhance goals of the meeting;
- (iv) Is able to maintain attention and interest; and
- (v) Prepares budgets for meetings.

Behavioral

a) Ethics and Integrity

- (i) Is able to be assessed against Public Service and professional codes of conduct;
- (ii) Takes pride in being a person of integrity;
- (iii) Voluntarily modifies behavior in order to hold to ethical standards;
- (iv) Is not persuaded to change standards even if others do not adhere to them; and
- (v) Observes the cardinal principles and code of conduct of the Public Service.

b) Public relations and customer care

- (i) Takes care to avoid behavior that may portray a negative image of the organization;
- (ii) Follows up customer inquiries, requests and complaints and keeps customer updated about progress;
- (iii) Ensures courteous and professional service; and
- (iv) Provides helpful information to clients.

c) Effective Communication

- (i) Able to verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion;

- (ii) Listens in order to understand and responds to things that appear important to others;
- (iii) Is receptive and pays attention to the emotion in body language and tone of voice; and
- (iv) Shows respect by giving attention to the speaker and uses a respectful tone when speaking to others.