



THE REPUBLIC OF UGANDA
PUBLIC SERVICE COMMISSION

STRATEGIC PLAN 2011 - 2016

The Secretary

Public Service Commission

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List of Abbreviations and Acronyms

AAPAM	African Association of Public Administration and Management
AAPSCOMS	Association of African Public Service Commissions
CAO	Chief Administrative Officer
CAPAM	Commonwealth Association of Public Administration and Management
DB	Database
DSC	District Service Commission
DTU	Data Termination Unit
GRE	Graduate Recruitment Exercise
FY	Financial Year
HR	Human Resource
HRM	Human Resource Management
ICT	Information and Communications Technology
IFMS	Integrated Financial Management System
IPPS	Integrated Payroll and Personnel System
IT	Information Technology
LAN	Local Area Network
LG	Local Government
MDAs	Ministries Departments and Agencies
M&E	Monitoring and Evaluation
NDP	National Development Plan
NPA	National Planning Authority
PSM	Public Sector Management
SWOT	Strength Weaknesses Opportunities and Threats
UGX	Uganda Shillings
TOR	Terms of Reference
WAN	Wide Area Network

1 INTRODUCTION AND INSTITUTIONAL REVIEW

Following the launch of the National Development Plan (NDP) and in recognition of the rapid changing environment, the Public Service Commission (PSC) is repositioning itself to deliver its mandate more effectively in order to contribute to the Development of our Nation. As a result, the PSC has developed this Strategic Plan which is intended to give strategic direction to the Commission over a 5 year period (i.e. 2011 - 2016). The Strategic Plan, which was developed in consultation with both internal and external stakeholders and with Technical Assistance from the National Planning Authority (NPA), aims at building on the Commission's strengths in addressing the identified challenges in the medium term and long term.

1.1 Background

The origin of the Public Service Commission dates as far back as 1st September 1955. It was established by an administrative instruction of the Governor to advise him in the discharge of his duties relating to the Public Service. The PSC was formally established by an Order of Council on 1st November 1957. When it was first established, its Membership comprised of the Chairman who was appointed on a full time basis and two part-time members.

The Public Service Commission is a Constitutional Body established under the provisions of Article 165(1) of the 1995 Constitution of the Republic of Uganda. Under Article 166(4) of the same Constitution, Parliament is required by law to empower the Public Service Commission to make regulations for the effective and efficient performance of its functions. Article 251(1) empowers the Commission to regulate its own procedure or confer powers or impose duties on any officer or authority of the Government for the purpose of discharging its functions.

Article 165(1&2) of the 1995 Constitution provides for the Public Service Commission consisting of a Chairperson, Deputy Chairperson and seven other members appointed by the President with the approval of Parliament.

In line with the provisions of Article 166(4), Parliament passed the Public Service Commission Act, 2009, which together with the Public Service Commission Regulations guide the Commission in carrying out its functions.

1.1.1 The Composition of the Commission

The PSC is composed of the Commission and a Secretariat. The 9-member Commission is responsible for all matters of human resource management in Public Service.

The Commission is mandated, under Article 166(2) of the Constitution, to exercise its mandate independently and without direction or control of any person or authority, reports directly to Parliament and is supposed to be free from external influences.

The Secretariat, on the other hand, is headed by the Secretary who is a Permanent Secretary by appointment and comprised of three departments, namely: a) Guidance and Monitoring; b) Selection Systems; and c) Finance and administration.

The Secretariat currently employs about 70 members of staff.

1.1.2 Linkage to the National Development Plan

The National Development Plan (NDP) addresses structural bottlenecks in the economy in order to accelerate socioeconomic transformation for prosperity. The NDP interventions aim at creating employment, raising average per capita income levels, improving the labour force distribution in line with sectoral GDP shares, raising country human development and gender equality indicators, and improving the country's competitiveness to levels associated with middle income countries. This requires the sustained orientation of Government expenditures and implementation capacity towards removal of the most binding constraints to the faster socio-economic transformation.

Government investment priorities include: physical infrastructure development mainly in energy, railway, waterways and air transport; Human resources development in areas of education, skills development, health, water and sanitation; facilitating availability and access to critical production inputs especially in agriculture and industry; and promotion of science, technology and innovation. The development approach of the NDP intertwines economic growth and poverty eradication. This is being pursued in a quasi-market environment where the private sector will remain the engine of growth and development. The Government, in addition to undertaking the facilitating role through the provision of conducive policy, institutional and regulatory

framework will also actively promote and encourage public-private partnerships in a rational manner.

The PSC is contributing to Government's overall human resource management and development strategy, as laid down in the National Development Plan, through attracting, recruitment, selection, promotion and reprimanding of Public Servants and through monitoring and supervising District Service Commissions and approving appointments into DSCs.

1.1.3 Linkage to the Public Sector Management Strategy

The Public Sector Management Sector (PSM) has a diverse mandate, pertaining to strengthening the public sector workforce, improving decentralized service delivery, the overall planning and coordination of Government business, strengthening the East African Community and Uganda's role in it, disaster preparedness and support to Northern Uganda.

The PSM aims to establish mechanisms that will promote coordinated and harmonized policy, planning, budgeting, and M&E at National and Local Government levels, the implementation of which is responsive to Uganda's needs and improves its image. It's main objectives are:

- i. To attract, recruit, develop and retain a highly skilled and professional workforce and develop management and operational structures and systems for effective and efficient service delivery in public service
- ii. To promote an efficient and effective decentralized service delivery system;
- iii. To ensure implementation of the East Africa Customs Union, establishment of the EA Common Market, subsequently a monetary Union and ultimately the East African Political Federation;
- iv. To promote peace and disaster preparedness in all parts of Uganda and facilitate recovery of affected Communities.

The PSC major contribution in regard to Public Sector Management falls under objective one (i.e. to attract, recruit, develop, promote and retain qualified and experienced personnel in the Public Service).

1.2 Vision, Mission, Core Values and Mandate

1.2.1 Vision

The vision of the PSC is: *“an institution at the helm of a competent, motivated and highly performing public service”*.

1.2.2 Mission

The Commission’s mission is: *“to provide government with competent human resources for effective and efficient public service”*

1.2.3 Core values

The core values of the Public Service Commission are:

- **Integrity:** This encompasses transparency obliging all Authority personnel to demonstrate a sense of responsibility, honesty, trustworthiness, and accountability based on high ethical standards.
- **Independence:** The Public Service Commission adheres to professional standards in the conduct of its affairs. The Public Service Commission carries out its work independently and objectively, based on facts, in a fair, and balanced manner taking into account Government Policy.
- **Confidentiality:** In the course of its work, the Public Service Commission has access to confidential data and information. This information is only accessed by authorized persons and is not divulged to third parties. Decisions of the Commission are communicated for implementation in form of minutes to relevant responsible Officers.
- **Merit:** The Public Service Commission is guided by merit as the fundamental principle in making selection decisions. The Commission ensures that only the best qualified are recruited and promoted.
- **Fairness and impartiality:** The Public Service Commission ensures that all cases before it are treated with utmost fairness and impartiality. Fair play and natural justice is used while dispensing disciplinary action.

1.2.4 Mandate of the Commission

The Public Service is a Constitutional body established under Article 165(1) of the Constitution of the Republic of Uganda with responsibility for appointment, confirmation in appointment, career development, training

development and performance of the public Service. In addition, the Commission deals with such matters as discipline, termination of appointments, confirmation, guiding and coordinating District Service Commissions and determining appeals from officers appointed and aggrieved by the decisions of the District Service Commissions.

In the exercise of its functions, the Public Service commission is independent, and it is not subject to the direction or control of any person or authority. The necessity for this is to ensure that the Public Service is kept free from external influences, political control or pressure or nepotism. This provision in the Constitution ensures goal handling and impartial judgement of individual cases in accordance with laid down principles and common standards. Therefore, the Public Service Commission takes into consideration the candidate's qualifications, experience and merit for his/her advancement rather than lobbying and seeking political patronage. In this way the Public Service maintains an effective and efficient administration, capable of and prepared to implement the policies of Government.

1.2.5 Functions of the PSC

The specific functions of the Commission are as outlined in the Constitution of the Republic of Uganda under Article 166(1) and include the following:

- (a) Advising the President in the performance of his/her functions under Article 172 of the Constitution.
- (b) Appointing, confirming in appointments, promoting and exercising disciplinary control over persons holding office in the Public Service as provided under Article 172 of the Constitution.
- (c) Reviewing the terms and conditions of service, standing orders, training and qualifications of public officers and matters connected with personnel management and development of the public service and making recommendations on them to Government.
- (d) Guiding and coordinating the work of District Service Commissions.
- (e) Hearing and determining grievances from persons appointed by the District Service Commissions.
- (f) Under Article 166 (3) of the Constitution, the Public Service Commission is required to make a report to Parliament in respect of each year on the performance of its functions.

- (g) To continuously improve the selection systems by developing, availing and using systematic and relevant selection instruments.
- (h) To minimize performance errors in Local Governments through training interventions.
- (i) To make proposals and advocate for improved terms and conditions of service for public officers.
- (j) To protect the public officers from unfair treatment.
- (k) To build internal performance capacity for Members and staff of Public Service Commission.

1.3 Process of developing the Plan

This strategic plan was developed through a consultative and participatory process involving key stakeholders. Several consultative meetings were organized to obtain insights into areas of strategic importance to Commission over the next five years, especially as it responds to the emerging challenges and opportunities. Internal and external stakeholder meetings were held, under technical guidance of the National Planning Authority.

1.4 Arrangement of the Strategic Plan

The rest of this plan is arranged as follows. Section two presents the situation analysis followed by the strategic direction in section 3. The fourth section discusses the implementation mechanisms followed by monitoring and evaluation strategy for the strategy implementation in the last section.

2 SITUATIONAL ANALYSIS

This section describes the current status of the PSC, its achievements, constraints and priority focus areas, upon which the Strategic Plan is developed. The current PSC situation is discussed under the following headings:

1. Organisation of the Commission;
2. Emerging challenges and issues;
3. SWOT analysis
4. Stakeholder analysis
5. Relationship with the NDP and Public Sector Management Strategy
6. Key priority focus areas

Individual categories are discussed in sections which follow:

2.1 Organisation the Commission

The PSC has three departments, namely: a) Monitoring and Guidance; b) Selections Systems; and Finance and Administration, whose roles are provided below:

- a) **The Administration and Finance Department** is in charge of coordinating all activities undertaken by the Commission. It is also responsible for providing optimal delivery of support services and logistics to facilitate the work of the Commission. It is composed of the following five sections:-
 - i. Personnel
 - ii. Finance
 - iii. Accounts
 - iv. General office services
 - v. Resource Center/ICT

The main activities undertaken by the Finance and Administration Department include:

- i. Providing administrative support to the Chairperson, Members and Secretariat staff of the Commission through provision of support services.

- ii. Administering the establishment, financial, human and other resources of the Commission.
- iii. Facilitating operations of other technical developments through the provision of appropriate tools and services for effective service delivery.
- iv. Formulation of Policy Proposals, policy Statements and Annual Budget Performance Reports.
- v. Facilitating staff training and human resource management.
- vi. Managing the Resource Center and ICT services.
- vii. Office management, Supervision and cleanliness.
- viii. Office procurements and assets disposal.

b) The **Monitoring and Guidance Department** is responsible for developing guidelines, appropriate procedures, regulations and systems to be applied in handling Human Resource Management (HRM) activities. It is also responsible for monitoring compliance and adherence to Public Service Commission established procedures and regulations by both Central and Local governments (especially District Service Commissions).

The main activities undertaken by the Guidance and Monitoring Department are:-

- i. Guide the District Service commissions (DSCs) on their constitutional roles and practical relationship with District leaders in the execution of their work.
- ii. Sensitize DSCs on principles of human resource management and in particular guide them on proper selection and recruitment procedures.
- iii. Handle appeals and grievances arising from decisions taken by DSCs.
- iv. Establish procedures for monitoring and evaluation of the performance of DSCs.
- v. Periodically monitor compliances to guidelines and ensuring uniform application of procedures by all DSCs.
- vi. Provide administrative support to Boards in discharge of their functions and activities.

- vii. Process, coordinate submissions for appointment, promotion, confirmation and disciplining of public officers.
- c) The **Selection Systems** department develops instruments for assessing appropriate knowledge required by the Public Service Commission for recruitment and selection.

Its main activities include:-

- i. Developing appropriate policies, systems, and procedures for recruitment of person in the Public Service.
- ii. Administering written examinations, psychometric tests for officers at the Centre, Districts and other organizations.
- iii. Developing competency profiles on all jobs in the Public Service in liaison with the Ministry of Public Service.

2.2 **SWOT Analysis**

The achievement of the Commission's objectives will largely depend on enhancing the internal strengths, exploiting existing opportunities and managing the weaknesses in the operations while controlling factors that pose a threat to the achievement of the planned activities. The following are the Commission's strengths, weaknesses, opportunities and threats.

2.2.1 **Strengths**

The strengths of the Commission are those endowments, including resources and capabilities that enable the Commission to accomplish the mandate and achieve the strategic objectives. These include, among others:

- a) Focused leadership and management with strong ethical values.
- b) Qualified and professional staff.
- c) Creativity and innovation within the Commission.
- d) Participatory approach and team work within the Commission.
- e) Sound operational framework in accordance with the Constitution.
- f) Proven reputation.
- g) Improved communication system.
- h) Easy accessibility in a central location.

2.2.2 Weaknesses

The weaknesses of the Commission comprise of deficiencies in resources and capabilities, which should be addressed in order for the Commission to realize the strategic objectives during the plan period. These include:

- a) Inadequate staff.
- b) Inability of the Commission to attract and retain staff.
- c) Inadequate office accommodation and equipment.
- d) Weak system of records management.

2.2.3 Opportunities

The opportunities are the operational potentials and external factors that the Commission will take advantage of in order to enhance the ability to achieve the stated goals and objectives. These include:

- a) Recent legislative initiatives and enactments.
- b) Advancement in ICT.
- c) A sustained political goodwill.
- d) Wide administrative network within Government.
- e) Qualified and professional personnel in the labour market.
- f) Increased public awareness and demand for services.
- g) Linkages with other public service commissions.
- h) Constitutional review.

2.2.4 Threats

The threats are the external operational challenges that make it difficult to realize the Commission's set objectives. These include:

- a. Low economic growth that dampens hopes of attaining Vision 2030 targets thus limiting employment opportunities.
- b. Change in the political landscape and its impact on the delivery of the Commission's mandate.
- c. HIV and AIDS pandemic and its effects on staff productivity and performance.
- d. Inadequate ICT systems integration.
- e. Inability to predict the volume of work from the Ministries.

- f. Inadequate budgetary allocation.
- g. Mismatch of budget releases with expenditure projections.

2.3 Stakeholder Analysis

Stakeholders are individuals, groups, organizations and institutions that interact with the Commission. The Commission's key stakeholders include the following:

- a) The General Public refers to taxpayers who finance the operations of the Commission and on whose behalf public servants are employed to serve;
- b) Government Ministries, Departments, Agencies and Local Authorities - These are public institutions that deliver public services.
- c) Ministry of Public Service - The Ministry is responsible for staff complement control and management of human resource in the Public Service.
- d) Parliament - Parliament is the people's assembly; representing the diverse interests of Ugandans.
- e) Academic, Training and Research Institutions - These impart knowledge, skills and competencies required in the public service. They also conduct research on various topical issues.
- f) The Media - This is the medium of communication.
- g) Other Service Commissions - These are organizations that undertake similar functions and are useful for sharing best practices and bench marking.
- h) Commission Staff - These are the human resources that facilitate the Commission in the delivery of the mandate.
- i) The Private Sector - It is a catchment for recruitment.

2.4 Emerging Challenges and Issues

The PSC's achievements over the last few years have gone beyond its actual capacity. It is now faced with the challenge of not only responding to the increased demands for its services but of also ensuring that the quality of its work is deepened and sustained. This challenge comes at a time when the PSC also has to manage fundamental change in respect of both its external and internal environment. The contextual challenges that will be confronting the PSC in fulfilling its mandate are outlined below:

2.4.1 Resource Constraints in Meeting Increased Demands on the PSC

The PSC's limited financial resources has impacted negatively in critical areas such as improving investigative capacity in relation to appeals received by the PSC, increasing the sample on monitoring and evaluation, increase in number of districts (local governments), membership to International associations such as the Association of African Public Service Commission's (AAPSCOM), African Association for Public Administration and Management (AAPAM) and Commonwealth Association for Public Administration and Management (CAPAM). Other arising costs include those arising from the new role of recruitment (confirming) members to DSCs and increased number of graduate applicants, which has more than doubled over the years.

2.4.2 Limited computerization of PSC Activities

The PSC continues to operate a dual system which is partly computerized and partly manual. These delays the business processes as well as the outputs. In that regard we need to harness and enhance the Information and Communication Technology (ICT) process/innovation.

With the lack of modern selection systems, the PSC continues to rely heavily on traditional recruitment and selection systems which have a number of weaknesses. There is, therefore, need to develop/procure the computer-based selection tools to support the Commission and also take care of the huge numbers involved and growing demand for its services.

2.4.3 Missing Functionality in both IPPS and Commission's HRMS

Whereas the Government is in the process of implementing the Integrated Personnel and Payroll system (IPPS), which is supposed to ease human resource management in the Public Service, this system lacks basic

functionality required to carry out day-to-day Commission activities. This is worsened by the absence of similar functionality in the recently procured Human Resource Management System, both of which are missing the following basic features: a) do not support online applications; b) insufficient skills to run the system;

2.4.4 Inadequate mechanisms for monitoring performance of District Service Commissions (DSCs)

The P.S.C is mandated to guide and monitor DSCs under Article 166 of the constitution. The P.S.C carries out regular visits to the DSCs and also provides on-spot guidance and has generated a performance manual which calls for intensified monitoring of DSCs

2.4.5 Performance enhancement and capacity building

The P.S.C is also charged with building the capacity of DSCs through induction of new members, setting performance standards. However, inadequate resources have hampered the performance of the P.S.C in this area. DSCs remain understaffed while others only have access to inexperienced personnel in acting positions.

2.4.6 Commission's lack of an appropriate structure

In order to fulfil one of its mandates of review of the terms and conditions of service, the P.S.C requires an appropriate structure, however, its current structure is still narrow and inadequate, this has been aggravated by the creation of new districts and the splitting of Ministries without the corresponding adjustment of the structure.

2.4.7 Heavy costs of traditional recruitment methods

The traditional recruitment were we have to advertise in the mass media is very expensive, it affects our resource envelope.

2.4.8 Cross-cutting Issues

Cross-cutting issues such as gender and equity in employment and HIV/AIDS have added to the already huge challenges facing the Commission.

2.5 Critical Success Factors

Arising from the situational analysis and lessons learnt from the implementation of the previous plan, the following key success factors shall play a crucial role in attaining full implementation of the 2011-2016 Strategic Plan:

- a. Sound policy, legislative and institutional framework.
 - b. Organization's capacity building and conducive work environment.
 - c. Good corporate governance.
 - d. Effective utilization of resources.
 - e. Effective monitoring and evaluation.
 - f. Innovation and creativity including full use of ICT.
 - g. Teamwork and participatory approach.
 - h. Acceptance and effective management of change.
 - i. Appropriate information, education and communication strategy.
- b) Cooperation from Ministries, Departments, Agencies, Local Governments, and other stakeholders.
- a. Upholding due process of justice.

3 STRATEGIC DIRECTION

The Commission, after a series of meetings with internal and external stakeholders and with technical assistance from the National Planning Authority, has come up with five major goals, which once implemented, shall reposition the Commission to deliver in line with the national goals as laid down in the National Development Plan.

The goals, objectives and strategic actions are:

Goal A: Attract, recruit and retain highly skilled and professional staff in the Public Service

Objectives:

1. Attract skilled and professional staff into the Public Service;
2. Resolve of appeals received in a timely manner; and
3. Provide timely and appropriate advice to the President.

Strategic Actions:

- (a) Develop and continuously update a database on vacancies and applicants;
- (b) Develop running databases of courses from training institutions;
- (c) Commission studies on critical human resource developments and needs in the public service and make recommendations;
- (d) Develop system to follow up of implementation of PSC decisions;
- (e) Enhance mechanisms for periodic reporting to HE The President;
- (f) Conduct monitoring visits and provide on spot mentoring and technical guidance to MDAs;
- (g) Research and develop approaches to best practice human resource management
- (h) Increase number of Public Service Adverts released annually to at least 8;
- (i) Annually conduct GRE exercise; and
- (j) Administer selection tests at the centre and in Local Governments.

Goal B: Enhance the capacity of the Commission for effective and professional performance of its functions

Objectives:

1. Ensure PSC attracts and retains competent and qualified staff;
2. Provide resources, skills and tools to staff to enhance their performance;
3. Ensure PSC staff have office space in which to carry out their duties; and
4. Ensure membership to International Associations is up-to-date.

Strategic Actions:

- a) Capacity building of Members and Secretariat staff on requisite skills;
- b) Adequate facilitation of Members, Secretariat staff and technical representatives;
- c) Acquire adequate office and operational space for the Commission;
- d) Seek approval of the revised organisational structure to cater for increasing demands of PSC services;
- e) Fill the approved vacancies in the Commission to reduce the strain on staff;
- f) Continuously subscribe or renew membership of the Commission and/or staff to International Associations such as CAPAM, AAPSCOM and AAPAM) in order to become a centre of excellence in ideas and practice for public sector leadership development;
- g) Acquire tools and software (such as vehicles, computers and related equipment) to enable staff carry out their duties.
- h) Enhance relationship with other Commissions (Health, Education, and Judiciary) to collectively advocate for common goals;
- i) Develop and implement an appropriate Communication Strategy to improve the image of the Commission;
- j) Identify and advocate for additional funding for modernisation of Selection Systems and funding of other Commission priorities; and
- k) Build capacity of the PSC Secretariat in competence profiling and usage of related tools.

Goal C: Implement modern and efficient systems for recruitment and selection of personnel into the Public Service implemented.

Objectives:

1. Enhance quality of candidates selected/recruited.
2. Enhance fairness in candidate selection

Strategic Actions:

- a) Carry out a survey on critical skills gaps in MDAs;
- b) Comprehensively review of the existing recruitment and selection systems
- c) Develop and implement appropriate recruitment and selection policies
- d) Develop systems to enhance adherence to Human Resource Policies, Procedures and Standards;
- e) Modernise and continuously improve the recruitment and selection systems including:
 - i. Electronically receiving applications from the Public;
 - ii. Electronically receiving MDA submissions and appeals;
 - iii. Introduce alternative forms of interviews for candidates (such as practicals, personality tests, psychometric tests, in-trays and work samples);
 - iv. Consider strengthening the Civil Service Appraisal system so that they can contribute towards candidate assessment for promotions;
- f) Develop competence profiles for Public service Jobs;
- g) Develop selection instruments from approved competence profiles; and
- h) Develop new thinking and innovative approaches to learning, professional development and qualification pathways through enhanced use of research, evaluation, links with academia and best practice;

Goal D: Develop and implement Regulations, Standards, Terms and Conditions of Service and make recommendations to Government.

Objectives:

1. Ensure terms and conditions of services are attractive;
2. Ensure Government is advised on time regarding all matters of personnel management in the Public Service; and
3. Provide uniform guidelines to the Public Service to ensure consistency in operations.

Strategic Actions:

- a) Review the Terms and Conditions of Service, Standing Orders, qualifications of Public Officers, matters connected with Personnel Management and development of the Public Service, identify the gaps and make recommendations on them to government;
- b) Obtain approval of the revised terms and conditions of service; and
- c) Follow up on implementation of the revised terms and conditions of service.

Goal E: **Monitor and provide technical assistance to District Service Commissions (DSCs).**

Objectives:

- 1. Build capacity of DSCs and enhance compliance to regulations; and
- 2. Ensure timely approvals of appointed DSC members.

Strategic Actions:

- a) Advocate for improved terms and conditions of service for DSCs;
- b) Review DSC capacities and establish gaps;
- c) Carry out a capacity need survey to establish capacity gaps;
- d) Build capacity for DSCs;
- e) Strengthen mechanisms for handling appeals from persons appointed by DSCs;
- f) Design and develop induction manual for DSCs;
- g) Develop PSC process manual;
- h) Develop and print guidelines for sourcing of staff;
- i) Induct all new DSC members;
- j) Monitor DSC performance regularly and in collaboration with stakeholder institutions such as Ministry of Local Government;
- k) Expeditiously resolve appeals received from DSCs and communicate outcomes; and
- l) Carry out a performance audit of all new districts using an approved monitoring and evaluation checklist.

4 IMPLEMENTATION OF THE STRATEGIC PLAN

For successful implementation of the Strategic Plan, several Institutional level elements will be required as follows:

1. Coordination
2. Implementation Work Plan
3. Budget
4. Monitoring, Evaluation and Review

4.1 Coordination

Successful implementation of the Strategic Plan requires a well-focused coordination. PSC needs to utilize its Senior Management Committee to oversee the implementation of this Strategy. The Senior Management Committee shall perform the following functions among others:

- a) Allocate resources according to the agreed Strategic Plan and budget;
- b) Monitor and control the progress of all activities arising from the implementation of this Strategic Plan;
- c) Provide a forum for the development and continuous review of PSC's information architecture, ensuring that it conforms to the common vision of the end users and stakeholders;
- d) Recommend or approve Strategic Plan adjustments arising from innovations in the technology trends and/or new visions and strategies.

4.2 Implementation Work Plan

For a systematic and well-coordinated implementation of this Strategic Plan, a set of prioritized course of actions have been identified as outlined in the Table 2 below;

No	Goal	Objectives	Activities	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
A	Highly skilled and professional staff recruited and retained in the Public Service	<i>To attract, recruit and retain highly qualified and professional staff in the Public Service.</i>	Develop and continuously update a database on vacancies and applicants.					
		1. Attract skilled and professional staff into the Public Service.	Develop and update running databases of courses from training institutions.					
		2. Resolve of appeals received in a timely manner.	Commission studies on critical human resource developments and needs in the public service and make recommendations.					
		3. Provide timely and appropriate advice to the President.	Develop system to follow up of implementation of PSC decisions.					
			Enhance mechanisms for periodic reporting and provide guidance to HE The President.					
			Conduct monitoring visits and provide on spot mentoring and technical guidance to MDAs.					
			Research and develop approaches to best practice human resource management.					
			Increase number of Public Service Adverts released annually to at least 8.					
Annually conduct GRE exercise.								
Administer selection tests at the centre and in Local Governments.								

No	Goal	Objectives	Activities	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
B	Enhance the capacity of the Commission for effective and professional performance of its functions	<i>To attract, develop and retain appropriate levels of staff and improve the image of the Commission.</i>	Build capacity of Members and Secretariat staff on requisite skills.					
		1. Ensure PSC attracts and retains competent and qualified staff.	Provide facilitation to Members, Secretariat staff and technical representatives.					
		2. Provide resources, skills and tools to staff to enhance their performance.	Acquire adequate office and operational space for the Commission.					
		3. Ensure PSC staff have office space in which to carry out their duties.	Seek approval of the revised organisational structure to cater for increasing demands of PSC services.					
		4. Ensure membership to International Associations is up-to-date	Fill the approved vacancies in the Commission to reduce the strain on staff					
			Continuously subscribe or renew membership of the Commission and/or staff to International Associations such as CAPAM, AAPSCOM and AAPAM) in order to become a centre of excellence in ideas and practice for public sector leadership development					
			Acquire tools and software (such as vehicles, computers and related equipment) to enable staff carry out their duties.					
			Enhance relationship with other Commissions (Health, Education, and Judiciary) to collectively advocate for common goals					
			Develop and implement an appropriate Communication Strategy to improve the image of the Commission					
			Identify and advocate for additional funding for modernisation of Selection Systems and funding of other Commission priorities					
Build capacity of the PSC Secretariat in competence profiling and usage of related tools								

C	Implement modern and efficient systems for recruitment and selection of personnel into the Public Service.	<i>To implement modern recruitment and selection systems in order to enhance operational efficiency of the Commission.</i>	Carry out a survey on critical skills gaps in MDAs					
		1. Enhance quality of candidates selected/ recruited.	Comprehensively review of the existing recruitment and selection systems					
		2. Enhance fairness in candidate selection	Develop and implement appropriate recruitment and selection policies					
			Develop systems to enhance adherence to Human Resource Policies, Procedures and Standards					
			Modernise and continuously improve the recruitment and selection systems including:					
			<ul style="list-style-type: none"> Electronically receiving applications from the Public. 					
			<ul style="list-style-type: none"> Electronically receiving MDA submissions and appeals: 					
			<ul style="list-style-type: none"> Introduce alternative forms of interviews for candidates (such as practicals, personality tests, psychometric tests, in-trays and work samples); 					
			<ul style="list-style-type: none"> Consider strengthening the Civil Service Appraisal system so that they can contribute towards candidate assessment for promotions; 					
			Develop competence profiles for Public service Jobs					
Develop selection instruments from approved competence profiles								

			Develop new thinking and innovative approaches to learning, professional development and qualification pathways through enhanced use of research, evaluation, links with academia and best practice					
D	Regulations, Standards, Terms and Conditions of Service, developed and recommendations made to Government.	<i>To standardize, regulate and provide uniform guidelines to the Public Service</i>	Review the Terms and Conditions of Service, Standing Orders, qualifications of Public Officers, matters connected with Personnel Management and development of the Public Service, identify the gaps and make recommendations on them to government.					
		1. Ensure terms and conditions of services are attractive;	Obtain approval of the revised terms and conditions of service.					
		2.Ensure Government is advised on time regarding all matters of personnel management in the Public Service	Follow up on implementation of the revised terms and conditions of service					
		3.Provide uniform guidelines to the Public Service to ensure consistency in operations	Provide uniform guidelines to the Public Service to ensure consistency in operations					
E	District Service Commissions (DSCs) monitored and technical assistance provided.	<i>To ensure DSCs positions are filled with qualified people and the DSCs operate within provided guidelines.</i>	Advocate for improved terms and conditions of service for DSCs.					
		1. Build capacity of DSCs and enhance compliance to regulations;	Review DSC capacities and establish gaps.					
		2.Ensure timely approvals of appointed DSC members;	Carry out a capacity need survey to establish capacity gaps.					
		3. Provide timely and	Build capacity for DSCs.					

	appropriate advise to the President.	Strengthen mechanisms for handling appeals from persons appointed by DSCs.				
		Design and develop induction manual for DSCs.				
		Develop PSC process manual.				
		Develop and print guidelines for sourcing of staff.				
		Induct all new DSC members.				
		Monitor DSC performance regularly and in collaboration with stakeholder institutions such as Ministry of Local Government; Expediently resolve appeals received from DSCs and communicate outcomes.				
		Carry out a performance audit of all new districts using an approved monitoring and evaluation checklist.				

Table 1: PSC Work Plan 2011-2016

4.3 Financial Resource Flow

Activity	Amount (Millions UGX)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Revolving vacancies and applicants databases developed	200	30	30	30	30	320
Revolving data bases on courses and training institutions developed	200	30	30	30	30	320
Commissioned HR studies conducted	70	30	20	20	20	160
Periodic reporting mechanism to HE the president developed	2	2	2	2	2	10
Existing recruitment and selection systems reviewed	40			40		80
Recruitment and selection systems modernised	200	160	170	110	110	750
Recruitment and selection policies developed	50	20	20	10	10	110
Competence profiles developed	700	700	700	700	700	3,500
Terms and Conditions of service reviewed	30					30
Terms and Conditions revised, adopted and approved	50	50	50	50	50	250
Implementation follow up mechanism established	60	55	55			170
Capacity building of members and secretariat staff carried out						-
Members, secretariat staff and technical representatives adequately facilitated	50	50	50	50	50	250
Adequate office and operational space acquired	5,800,000	7,250,000	7,250,000	8,700,000		29,000,000
Organizational structure reviewed	70					70
Commission operations computerized	500	250	200	200	200	1,350
Advocacy for improved terms and conditions for DSC carried out	5	5	5	5	5	25
DSC capacities Reviewed	50	50	50	50	30	230
Capacity building for DSCs carried out	200	100	60	60	50	470
Mechanisms for handling appeals from DSCs Strengthened	20	20	20	20	20	100
Total	5,802,497	7,251,552	7,251,462	8,701,377	1,307	29,008,195

Table 2: PSC Budget for Strategic Plan 2011-2016 Implementation

4.4 Monitoring, Evaluation and Reporting

Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for monitoring is to ensure that the Strategic Plan is implemented according to schedule and if there are any deviations, appropriate and timely actions are taken. The implementation will thus be closely monitored to ensure accomplishment.

Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted.

4.4.1 Data Collection, Analysis and Reporting

The Senior Management Committee shall coordinate collection of M&E data, analyzing and reporting. It will provide technical support and facilitate M&E capacity building within the Commission. Monitoring and Evaluation mechanisms will be institutionalized by establishing a Commission's M&E Committee, consisting of all heads of departments to meet regularly to review the progress of and implementation status of the plan.

Overall, the Commission will ensure ownership of the Strategic Plan by the staff. The heads of departments will monitor activities and programmes administered in their respective jurisdictions. The departments will submit quarterly and annual M&E reports to the Steering Committee, who will in turn submit the same to the Commission Secretary for submission to the Commission for discussion, adoption and direction for further action. The reports will contain information on the performance of the departments, explain any significant variation in expected performance, discuss challenges and issues encountered, lessons learnt so far and recommendations for additional support.

4.4.2 Reporting Framework

The M&E reports will be reviewed regularly against the targeted indicators to measure progress. In addition, they will be used to prepare the Commission's M&E

reports for submission to the National Integrated Monitoring and Evaluation System (NIMES) of the Office of the Prime Minister and National Development Plan.

The Strategic Plan will be evaluated during and after implementation to gauge the extent of achievement of the intended results. The evaluation will be carried out using relevance, efficiency, effectiveness and sustainability. A mid-term review will also be carried out. The implementation and results matrices will help track and monitor progress in the implementation of the plan.

The performance contracts for the Commission and staff will be based on this plan while annual work plans and performance evaluations will be based on the implementation matrix. The annual budgets will also be based on and justified against the annual work plans. In addition, the Performance Appraisal System will be administered in line with this strategy.

4.4.3 Key Performance Indicators

The logframe below contains the goal, strategic objective indicators upon which the performance of the Commission shall be measured.

Narrative	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
<p>Goal: To provide government with competent human resources for effective and efficient public service</p>	<ul style="list-style-type: none"> • No. (or proportion) of public servants recruited and promoted by gender and rank. • No. (or proportion) of persons with disability recruited and promoted in the service. • No. (or proportion) of candidates recruited by district. • No. of discipline cases concluded. • No. (or proportion) of public officers who have submitted financial declarations to the Inspectorate of Government. 	<ul style="list-style-type: none"> • Annual reports • Management reports • Publications 	
<p>Strategic Objective 1: To attract, recruit and retain highly skilled and professional staff in the Public Service</p>	<ul style="list-style-type: none"> • No. of people recruited. • No. of staff promoted. • %age of discipline cases disposed. • Database on vacancies developed. • Report on critical needs and gaps in Public Service produced. • No. of adverts increased to 8 per 		

	year.		
Strategic Objective 2: To enhance the capacity of the Commission for effective and professional performance of its functions	<ul style="list-style-type: none"> • Organisation structure approved. • %age of PSC structure filled. • Membership to International associations activated/renewed. • No. of policies approved as a result of revitalizing relationships with other Commissions. • Communication Strategy developed and implemented. • Increase in Public and customer satisfaction. 		
Strategic Objective 3: To Implement modern and efficient systems for recruitment and selection of personnel into the Public Service implemented.	<ul style="list-style-type: none"> • No. of new interviewing techniques introduced in the Service. • On-line recruitment system enhanced and operationalised. • No. of days taken in processing applications shortened as a result on introduction of on-line applications. 		
Strategic Objective 4: To develop and implement Regulations, Standards, Terms and Conditions of Service and make recommendations to Government.	<ul style="list-style-type: none"> • Revised terms and conditions of services approved and operationalised. • 		
Strategic Objective 5: To monitor and provide technical assistance to District Service Commissions (DSCs).	<ul style="list-style-type: none"> • %age of DSCs filled with substantially qualified personnel. • No. of DSCs monitored and trained. • No. of complaints and errors resulting from lack of DSC guidelines reduced. 		

Table 3: Key Performance Indicators