



DPP

Staff Training and Development Policy 2014

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1.0 INTRODUCTION

Training is defined as any learning activity, which is directed towards the acquisition of specific knowledge, skills and attitude for purposes of an occupation or task. It is focused on improved job performance.

Development on the other hand, is any learning activity directed towards future rather than present needs and is concerned more with career growth than immediate performance. It is focused on organisation's future human resource requirements and individual growth in the workplace.

It is important to note that employers depend on the quality of their employee's performance to achieve organisational goals and objectives. There is need therefore to develop a training philosophy that expresses the importance of training as an investment in high quality people by developing their skills and competences.

Training makes a crucial contribution to the development of an organisation's human resources and hence the achievement of its mission, aims and objectives.

To achieve its purpose, training needs to be effectively managed so that the right training is given in the right form, at the right time and at the right cost.

Currently training has been carried out in an adhoc manner however Training is more effective when it is handled through central control and collaboration of the component departments, which share the available resources, structure and administrative system.

1.1 Policy and Legal Framework

The Office of the DPP is established under Article 120 of the 1995 Constitution of the Republic of Uganda with the mandate to direct criminal investigations and prosecute criminal cases in the country. The DPP is one of the institutions under Public Service, within the meaning of Article 175 of the Constitution.

Various legislations and circumstances provide a basis for staff training in public service in general; and DPP in particular. Article 189(1) of the Constitution and the Sixth Schedule thereof; specify functions and services, which Government is mandated to provide. According to Paragraph 2 of the Sixth Schedule, it is the responsibility of government to provide security and maintenance of law and order. The DPP's office, by virtue of its Constitutional Mandate is one of the key institutions, through which Government attains this Constitutional responsibility.

Staff Training in Public Service derives its legal basis from Sections 12(1) and 13 of the Public Service Act. Section 13 of the Act empowers the Minister of Public Service to make Standing Orders providing for administration and conduct of the Public Service and Terms and Conditions of Service including training of Public Officers.

In this respect, Section J of the Uganda Public Service Standing Orders, 2010 makes elaborate provision for Staff Training and Development in the Public Service. Under these Standing Orders, Government has a responsibility to fund and support staff training and development as a way of maintaining a competent workforce.

However, in carrying out staff training, government is guided by the Public Service Training Policy. Essentially, the Public Service Training Policy is a tool that provides for management of the training function in Public Service

and it entails a wide range of provisions including: the institutional framework for managing training, types of staff training and how this training in Public Service is to be carried out.

Under Section 2.3 of the Public Service Training Policy, it is the responsibility of government Ministries, Departments and Agencies (MDA's) to train and develop their staff. It is in recognition of this responsibility that the DPP has developed this Staff Training and Development Policy aimed at ensuring effective staff training in conformity with the Public Service Policy.

The DPP recognises the contribution employees make to its success; it also recognises that to maintain a committed and competent workforce, it needs to ensure there is adequate training and staff development provided to all employees. However, in executing its Constitutional functions, the DPP experiences challenges related to new changes in Legislature and the legal framework, technology, economic growth, social morals, globalisation and crime trends that require continuous staff training.

1.2 Principles/Guidelines of the Training and Staff Development Policy

- Training should be relevant and value adding to the organisation and individual.
- Training should be demand driven (organisational and Individual)
- Professionalism: training should be planned, monitored and evaluated.
- Transparency: training opportunities shall be made known to all stakeholders.
- Equal opportunity: there shall be no discrimination in award of training opportunities. Fairness will be reflected in all decisions concerning training.
- Training should be authorised.

- In house training should be emphasized.
- Training should be a continuous process.
- Training should be guided by the Public Service Training Policy Framework.
- Training should be evaluated.

1.3 Purpose

To build, maintain systems and procedures that guide and direct at all levels the effective management of training and development of staff that have a skills need, performance gap or career path for efficient and effective prosecution services.

1.4 Specific objectives of the Training and Staff Development policy

- To prioritise training.
- To put in place a strategy for keeping DPP Staff abreast with up to date professional knowledge, skills and attitudinal orientation for best performance.
- To ensure efficient and effective utilisation of resources spent on training in the Directorate of Public Prosecutions.
- To ensure fairness in the management of training opportunities.
- To encourage the increased use of non-conventional training techniques in the Directorate of Public Prosecutions.
- To promote the concept of a “Learning Organisation” in the Directorate of Public Prosecutions.
- To enable individual staff acquire knowledge, skills and understanding which will allow them carry out their duties with maximum effectiveness and thereby contribute to the achievement of agreed objectives of the Directorate of Public Prosecutions.
- To promote career growth and professional development of staff in the Directorate of Public

Prosecutions.

- To encourage and support the Directorate staff to fulfill their potential and perform to their maximum abilities.
- To design training practices and procedures in conformity with the Ministry of Public Service Policy.
- To ensure that training plays a central reactive and proactive role for effective performance in the Directorate of Public Prosecutions.
- To achieve improved organisational and individual performance.

2.0 INSTITUTIONAL FRAMEWORK FOR MANAGING THE TRAINING FUNCTION IN THE DPP.

- (a) Training should be extended to all categories of staff in the DPP.
- (b) All applications for training should be routed through respective Heads of Departments.
- (c) **Training and Staff Development Committee:**
There shall be a Training committee in the Directorate of Public Prosecutions to approve training proposals and oversee the implementation of the Training and Staff Development Policy and the respective training plans/programmes.

The Training Committee shall be headed by the Accounting Officer.

The Training Committee Membership shall be comprised of Deputy Directors of Public Prosecutions, Heads of Departments, Head of Human Resource and any member of staff can be co-opted where necessary.

There shall be a Training Liaison Officer who shall be the Head of the Human Resource Section and Secretary to the Training Committee.

The Chairperson of the Training Committee shall report directly to the Director of Public Prosecutions.

2.1 Roles and Responsibilities of the Training and Staff Development Committee

The Training Committee shall have specific responsibilities for training staff in the DPP. The Committee shall:

- (a) Analyse training needs for staff identified by the Heads of Departments, irrespective of gender and disability.
- (b) Consider and approve training plans for each financial year.
- (c) Recommend Training Service Providers in line with government procurement regulations.
- (d) Assess whether training has achieved its aim in terms of subsequent work performance and recommend strategies.
- (e) Conduct post training evaluation.
- (f) Identify and propose career development courses for the staff.
- (g) Monitor and evaluate the national and global developments concerning the legal profession and keep members up to date.

2.2 Individuals with specific responsibilities for training

The following individuals shall have key roles to play in training and staff development:

- The DPP
- The Accounting Officer
- Heads of Departments
- The HR Section
- The Individual Officer

2.2.1 The Role of the Director of Public Prosecutions

- (a) The DPP shall have the prime responsibility of promoting and ensuring that the Training and Staff Development Policy is successfully executed in his/her organisation.
- (b) To ensure that DPP Staff are appropriately trained.
- (c) To champion training as a necessary investment for organisational performance improvement (investment in people)

2.2.2 The Role of the Accounting Officer:

- (a) To ensure that there is always an active training plan in place at the start of every financial year.
- (b) To ensure that training is within the Training plan.
- (c) To ensure budgeting for training and training within budget.

2.2.3 The Role of Heads of Departments

- (a) To ensure that at the beginning of each financial year, measurable targets and objectives to be achieved in the coming year are agreed with the supervisor(s) and ensure that these, in total, satisfy the Department's overall objectives.
- (b) To discuss and agree with individuals under their supervision, priority-learning needs required for performance enhancement and appropriate training to be undertaken to satisfy those needs.
- (c) To communicate training needs of individuals under their supervision to the training committee.
- (d) To facilitate the staff under their supervision to apply knowledge achieved and skills acquired from a training program.
- (e) To evaluate learning in terms of job performance and impact on organisation and compile evaluation reports.
- (f) To monitor whether the department and individuals within it are on target, making adjustments as necessary and providing feedback to staff under their supervision on their performance at frequent intervals.
- (g) To ensure that effective on-job training techniques are applied in their Departments/Sections.
- (h) To ensure adequate budgeting for training activities in their departmental work plans and budgets.

2.2.4 The Role of Training Liaison Officer/Human Resource Manager

- (a) To provide technical guidance for implementing the policy.
- (b) To coordinate and implement all training decisions/ activities.
- (c) To draw up training plans and budgets for training in liaison with Heads of Departments.
- (d) To present the training plans and budgets to the training committee for approval and ensure their implementation.
- (e) To plan, implement and evaluate in-house training events.
- (f) To compile Training Annual Reports.
- (g) To act as the Secretary to the Training committee.
- (h) To update and maintain officers Human Resource records in terms of qualifications attained.
- (i) Coordination of training needs assessment.

2.2.5 The Role of the Individual Officer

- (a) To identify training needs and discuss them with his/her Supervisor.
- (b) To undertake self-development activities such as reading, research, joining professional associations, participating in public lectures.
- (c) To train and develop other public officers where

appropriate.

- (d) Update management on acquisition of qualifications/awards/reports attained by submitting awards acquired to the Director of Public Prosecutions.

3.0 TYPES OF TRAINING

3.1 Induction

All DPP officials must be inducted into their new jobs in order to orientate them to the culture of the Directorate of Public Prosecutions as well as the challenges of their new jobs/responsibilities.

Induction courses shall be organised for newly recruited officers as well as newly promoted officers in order to familiarize officers to the new jobs in line with the Ministry of Public Service Training Policy and the Induction Policy.

3.2 Performance Improvement Training

Every DPP official shall undergo at least one performance improvement training programme once in every three years. Such courses shall be of short duration targeted towards improving general or specific aspects of a given job/organisation.

3.3 In-Service Training

In-service training courses shall be emphasized to enhance performance and career development in line with the Ministry of Public Service Induction policy in the following forms:

(a) Short Term Training

These are courses, seminars, conferences and workshops which must be relevant to the performance needs of the DPP as well as individuals. Short term courses shall be less than 3 months.

(b) Long Term Training (full time)

These are courses that exceed 3 months. All staff may undertake these courses except officers on contract and those on probation.

Officers proceeding on long term courses must be granted study leave by the Public Service commission.

(c) Long Term Training (Part Time)

- (i) All DPP staff may undertake long –term training on part time basis but they must commit themselves to accomplish official duties as expected while studying.
- (ii) Where there is a clash between an important official event and training time the official event will take precedence.
- (iii) Officers undertaking long term part time courses must seek permission to undertake the training.
- (iv) While both conventional and non-conventional methods of training shall be used more emphasis shall be put on non-conventional methods of training.

Non-conventional methods are cheaper, convenient, job oriented and therefore more effective in addressing performance deficiencies.

3.4 Part Time Training

All DPP Staff shall be allowed to undertake part time courses regardless of the duration as long as they are relevant and do not interfere with the fulfillment of official duties. In situations where training requirements conflict with official duties, the latter shall take precedence.

3.5 Overseas Training

Overseas training shall be entirely need based and will be approved in the following circumstances:

- (i) For Top, Senior and Middle level DPP Staff to have an opportunity to learn from cross-country experiences.
- (ii) For DPP staff whose training requirements cannot be offered effectively in the country.

4.0 METHODS OF TRAINING

Both conventional and non-conventional methods of training shall be applied. There will be a deliberate effort to increase the use of non conventional methods of training such as coaching, delegation, feedback, mentoring, taskforce activities, attachments, effective counter parting, study visits, exchange visits, twinning programmes, rotation and transfers, research, distance learning and any other activity that facilitates learning.

5.0 AUTHORITY TO UNDERGO TRAINING

In order to balance organisational and individual performance needs:

- (i) All DPP officials must seek authority from the relevant office to undertake any type of training.
- (ii) Officers serving on contract terms of service will

not be permitted to undertake long term training on full time basis.

- (iii) Officers on probation shall not be permitted to undertake any long term training except where;
 - Such training is a requirement for confirmation
 - Such training is critical in order to fill existing skills gaps.

- (iv) Granting of authority to undertake training shall be subject to:
 - Availability of funds to sponsor the official.
 - The relevance of the programme to the individual or organisational performance.
 - Suitability of the timing of the training programme in relation to organisational needs.

6.0 STUDY LEAVE

Officers shall not undertake long term (full time) training without being granted study leave. Requests for study leave must be submitted to the Public service Commission.

7.0 SELECTION OF TRAINING PROVIDERS

Utmost care shall be exercised in selecting training providers for training to ensure value for money. The government procurement regulations shall therefore be followed in procuring training services. That notwithstanding, there shall be a conscious attempt to draw from the expertise and insight of serving and retired DPP Officials whenever appropriate.

8.0 FUNDING FOR TRAINING

8.1 Sources of Funding:

Funding for training shall be secured from:

- (i) The Budget of the Directorate of Public Prosecutions: The Budget Provision for training shall range between 2 to 4 percent of the wage bill, depending on availability of resources.
- (ii) Fellowships and scholarship schemes available.
- (iii) Self-sponsorship

8.2 Training Allowances

DPP Officials who undertake training shall be paid adequate allowances as stipulated in the Government Standing orders or Circular Standing Instructions issued from time to time to ensure effective learning. In case allowances offered by any sponsor are below the government standard rates, officials shall receive top up from government.

8.3 Utilisation of Training Funds

In order to ensure proper utilisation of funds, the Directorate shall prepare annual training plans with relevant objectives on which allocation of funds shall be based. Funds once allocated for training shall be protected from budgetary cuts and re-location.

9.0 REWARD FOR TRAINING

DPP officials who attain higher educational qualifications shall be rewarded with salary increment as detailed in the policy implementation guidelines.

10 BONDING

Realising that training is an investment:

- (i) Every DPP official, who is sponsored by DPP or under external Fellowship and scholarship scheme, must sign a bonding agreement to work for the Public Service for three years following completion of the training.
- (ii) Officers who sponsor themselves and are granted study leave shall be bonded for a period not exceeding the length of the training following completion of the course.
- (iii) Bonding will only apply in case of long term training.
- (iv) DPP shall recover from the officer costs of training in case of breach of the Bonding Agreement.

11 IDENTIFICATION OF TRAINING NEEDS

Training needs will be identified at both the organisational and individual levels. The individual officer and his/her head of department/supervisor will initiate the process of training needs identification. The Accounting Officer on the other hand may initiate identification of organisational training needs, taking into account the views of stakeholders.

12 MONITORING AND EVALUATION

In order to achieve value for money from training undertaken by DPP officials, each training program supported by DPP will be evaluated before, during and after the training by the Training Committee.

Evaluation of Training

Evaluation of training shall be emphasized to achieve value for money and shall be done in three stages:-

- Pre-course evaluation
- On-going course evaluation
- Post-training evaluation

12.1 Pre-Course Evaluation

Before a training proposal is approved, the Training Committee shall ensure that the course content is relevant to the targeted group or individual.

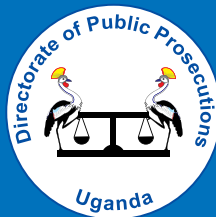
12.2 Ongoing course evaluation

For short courses, workshops and seminars organised by the Directorate, the course coordinators shall monitor and ensure that course objectives are effectively met.

12.3 Post-Training Evaluation

Comprehensive impact assessment shall be undertaken by Heads of Departments, within (6) six months from the completion of training programmes.

This shall be achieved through close supervision, delegation, assignment of challenging tasks as well as empowering and facilitating staff to apply the acquired knowledge, skills and attitudes to the work situations.



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