



THE REPUBLIC OF UGANDA
MINISTRY OF PUBLIC SERVICE

SCHEMES OF SERVICE FOR THE NURSING AND MIDWIFERY CADRE



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DECEMBER 2017

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LIST OF ACRONYMS

BScN	Bachelors of Science in Nursing
BSc M	Bachelors of Science in Midwifery
CPD	Continuous Professional Development
GoU	Government of Uganda
DHT	District Health Team
DPs	Development Partners
ECN	Enrolled Comprehensive Nurses
FP	Family Planning
HC	Health Centre
HPC	Health Professional Council
HTI	Health Training Institution
HMIS	Health Management Information System
HP&E	Health Promotion and Education
HSC	Health Service Commission
GHs	General Hospitals
LGs	Local Governments
MDAs	Ministries Departments and Agencies
MoLG	Ministry of Local Government
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoPS	Ministry of Public Service
MDAs	Ministries, Departments and Agencies
MSc	Master's Degree
NRH	National Referral Hospital
NGOs	Non-Governmental Organisations
U NMC	Uganda Nurses and Midwives Council
PGD	Post Graduate Diploma
PGQ	Post Graduate Qualification (Masters or Diploma)
RRH	Regional Referral Hospital

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27th December 2017

CIRCULAR STANDING INSTRUCTION NO4 OF 2017 SCHEME OF SERVICE FOR NURSING AND MIDWIFERY CADRE IN THE UGANDA PUBLIC SERVICE

1. Circular standing instruction No. 4 of 2012 provided for a Scheme of Service for the Nursing and Midwifery cadre which addressed the many challenges in curriculum, technology and current demands of developing economies.
2. The functions and requirements for the Nursing and Midwifery professions need to be streamlined in order to clearly delineate career development and progression necessary to attract and retain suitably qualified nurses and midwives in the Public Service.
3. In view of the above, the Scheme of Service for Nursing and Midwifery Cadres has been reviewed to support and strengthen both cadres functionally and professionally for the meaningful contribution to the achievement of Health sector objectives. In this regard, thenomenclature, job descriptions and person specifications of the Nursing and Midwifery cadre have been reviewed and rationalized.
4. The revised nomenclature and grading for Nursing and Midwifery Cadres is as detailed in the table below:

S/N	JobTitle	Salary Scale
1.	Commissioner Nursing and Midwifery Services	U1SE
2.	Assistant Commissioner, Nursing/Midwife/Public Health	U1 E
3.	Assistant District Health Officer, Maternal Child Health	U2SC
4.	Principal Nursing Officer, Nursing/Midwife/Public Health	U2SC
5.	Senior Nursing Officer, Nursing/Midwifery/Public Health	U3SC
6.	Nursing Officer, Nursing/Midwifery	U4SC
7.	Assistant Nursing Officer, "Nursing/Midwife/Public Health/ Psychiatry	U5SC
8.	Senior Enrolled Nurse, Nursing/Midwifery/Psychiatry	U6
9.	Enrolled Nurse, Nursing/Midwifery/Psychiatry	U7

5. Persons employed in the Nursing Officers cadre and are currently holding diploma qualifications, will in the interim be converted to job titles detailed in the table below. They accordingly retain their salary levels on a "personal to holder" basis.

S/N	Current Job Title	New Job Title	Salary Scale
	Senior Principal Nursing officer	Senior Principal Assistant Nursing Officer	U2SC
	Principal Nursing officer	Principal Assistant Nursing Officer	U3SC
	Senior Nursing officer	Senior Assistant Nursing Officer	U4SC
	Nursing officer	Assistant Nursing Officer	U5SC

6. Responsible Officers are required to make submissions on all serving Nursing Officers to the District Service Commissions and Health Service Commission, for redesignation by 30th March 2018.
7. Upon receipt of submissions, the District Service Commissions and Health Service Commission shall undertake the exercise to re-designate the Officers.
8. For advancement to the higher grades, Officers must possess the prescribed minimum qualifications and experience required for appointment to the grades in accordance with the new Scheme of Service.
9. The recruitment of new entrants into the service will be dependent on availability of wage and vacant positions.
10. Staffing norms of Nurses and Midwives for the various health facilities will be provided after completing their structuring exercise for the Health Sector.
11. The Ministry of Health will remain the parent Ministry of the Nursing and Midwifery cadre. The Ministry will be responsible for the strategic and professional development; professional guidance and establishment of professional standards, amongs to their responsibilities.
12. The respective Responsible Officers will take full responsibility for the management of the Nurses and Midwives' day-to-day performance at work; periodic performance appraisal; remuneration; training; discipline and custody of personal and confidential records of the Nurses and Midwives.
13. The Scheme of Service for the Nurses and Midwives Cadre is attached for information and implementation.
14. The contents of this circular should be brought to the attention of all Public Officers, for information and implementation.



Catherine Bitarakwate Musingwiire (Mrs.)

PERMANENT SECRETARY

Distribution "B"

1. Introduction

The Uganda Nurses and Midwives Act (1996) section 2 defines a nurse and a midwife as “persons trained and qualified in the promotion of health, prevention of disease and care of the sick and registered or enrolled under section 24 of the same Act”. A nurse or midwife therefore provides holistic care which involves physical, psychological, social and spiritual care.

“A midwife” is a person who having been, admitted to a midwifery education programme has successfully completed the prescribed course of studies, acquired the necessary qualifications and is duly recognized by the appropriate regulatory body, registered and licensed to practice midwifery;

“A nurse” is a person who having been, admitted to a nursing education programme has successfully completed the prescribed course of studies, acquired the necessary qualifications and is duly recognized by the appropriate regulatory body, registered and licensed to practice nursing;


The word nursing is derived from the Latin word “nurture” which means to “nourish”. Since 2000 B.C; nursing has been associated with care of people in need that is the sick, the helpless, the young, the injured or disabled. The history of midwifery in ancient times is somewhat difficult to trace, however, earliest recorded mention of midwives is contained in the books of Genesis and Exodus in the Holy Bible.

Nursing first started as a desire to keep people healthy as well as provide comfort, care and assistance to the sick. While midwifery, is an ancient profession with a proud tradition of providing care for women and babies during pregnancy and child birth. This objective has been maintained over time. The practice of nursing and midwifery has evolved into a modern profession due to the changing characteristics of society. Florence Nightingale (1843- 1950) is recognized worldwide for her contribution to modern nursing and midwifery and promotion of nursing training and patient care.

In Uganda, Sir Albert Cook was the founder of medical work in the country. He arrived in Uganda in 1879 with 12 recruits. During the first world- war (1914- 1918), the first healing and training centre in Uganda was established at Mengo. Due to the need for maternity services, Katherine Cook began midwifery training under the Uganda Medical Services in 1919 at Mengo. Later, nurses’ training at enrolled level was started and the first class of Nurses qualified in 1933.

On April 12th 1956, the Uganda Nurses and Midwives` Council was formed and took over the responsibility for the training of all nursing personnel and regulation of nursing and midwifery standards. This marked an administrative turning point in the growth of nursing in the country. In 1961, a new course of registered general nursing commenced at Mulago School of Nursing and Midwifery for girls and boys who had Cambridge School Certificate of Ordinary level education with a credit in English and one of the science subjects. In November, 1967 Registered Midwifery course was also started at Mulago. Mental Health Nurse training was started at Butabika in 1960. In 1970`s and early 1980`s a number of development courses were introduced such as Nurse/Midwifery Tutors` course, administration course , public health nursing , anaesthesia and ophthalmic skills.

The health sector reform including decentralization necessitated the need for a cost effective, multipurpose cadre of a nurse, capable of delivering the Minimum Health Care Package. The majority of trained health personnel were deployed in the secondary and tertiary health facilities that are based in urban areas and were responsible for providing mainly curative services. This



meant that the rural population was left without access to services of trained health personnel. The introduction of the Government policy of establishing health centres at village, parish, sub-county and county levels throughout the Country reinforced the need to have multi-skilled health workers to provide the range of services intended at the health centres hence the introduction of Comprehensive Nursing cadre who would provide basic promotive, preventive, curative and rehabilitative health care at lower level health centres.

Comprehensive Nursing courses at Registered and Enrolled levels were introduced in 1993 and 2003 respectively and training of a Bachelor of Science in nursing (1993). The regrading of jobs in 2003, as a result of job evaluation exercise necessitated a review of the scheme of service for the nursing cadre in the Public Service. Since then a number of changes have been introduced in the nursing profession.

1.2 Nursing and Midwifery Functions

Nursing and Midwifery is a profession that provides holistic care to the population. The key functions of Nursing and Midwifery include advocacy, disease prevention, health promotion, health education, counselling, therapeutic care, co-ordination and collaboration, research, and administration.

1.2.1 Advocacy

Nurses and Midwives taking action that speaks in favour of clients make recommendations, argue for a cause, support, defend or plead on behalf of clients.

1.2.2 Disease Prevention and Health Promotion

Nurses and Midwives ought to plan care that fosters every aspect of growth and development.

1.2.3 Health Education

Nurses and Midwives design learning experiences to help individuals and communities improve their health by increasing their knowledge and influencing their attitudes.

1.2.4 Counselling

Nurses and Midwives pay attention to the emotional and psychosocial support to clients.

1.2.5 Therapeutic Care

Nurses and Midwives institute prescriptions, provide nursing care, maternal child care, documentation and accountability for actions taken to restore health.

1.2.6 Coordination and Collaboration

Every Nurse and Midwife collaborates and coordinates on the needs and interventions to meet the patients' needs.

1.2.7 Research

Nurses and Midwives carry out systematic investigations into the study into a health care problem in order to come up with new knowledge or to validate existing knowledge for evidence based practice.

1.2.8 Leadership and Management

Nurses and Midwives manage and account for resources, supervise arrangements and tasks needed to influence health care outcomes. Leadership is an ongoing and fluid process that requires continuous evaluation to be responsive to ever-changing healthcare challenges.

2. Aim and Objectives

2.1 Aim

This scheme of service aims at streamlining the functions and requirements for the nursing and midwifery professions in order to clearly delineate career development and progression for the nurses and midwives in the Public Service.

2.2 Specific Objectives

- a) To provide for a clearly defined career progression necessary to attract and retain suitably qualified nursing and midwifery personnel into the Public Service.
- b) To provide for well-defined job descriptions and person specifications with clear demarcation of duties and responsibilities for all nursing and midwifery jobs.
- c) To promote nursing and midwifery as a profession.
- d) Provide for new cadres that were introduced to the profession.

2.3 Guiding Principles

The scheme of Service is based on the following principles:-

- a) Professionalism
- b) Fairness and equity
- c) Efficiency and effectiveness

2.4 Professional Growth and Advancement

A Nurse or Midwife is expected to grow professionally. This may be through

- a) Upgrading to improve on the current qualifications with courses leading to bachelors, masters and PhD degrees
- b) Research and publication of relevant material in the various nursing and midwifery specialties
- c) Evidence of continuous professional development which may take various forms ranging from refresher courses, workshops, mentoring and coaching.
- d) Evidence of continuous ethical and moral training to foster the required and acceptable attitude towards clients, and colleagues in the entire nursing and midwifery professions.

2.5 Career Progression

A Nurse or Midwife can advance to higher grades on the basis of the following conditions

- a) Confirmation in appointment.
- b) Attainment of the necessary qualifications and competences in Nursing and Midwifery and relevant work experience as prescribed in this Scheme of Service.
- c) Evidence of satisfactory performance exhibited by the nurse or midwife.
- d) Existence of a vacant post and wage bill upon acquiring the necessary qualification.

2.6 Cost Efficiency and Effectiveness

A Nurse or Midwife must display specific and observable knowledge, skills and behaviours that are associated with effective functioning of the nursing and midwifery professions

- a) Behavioural competences describing the effective traits and attitudes
- b) Technical competencies that reflect skills and knowledge for provision of cost effective interventions that meets the clients' needs.

2. Administration and Management of the Scheme

- a) The primary responsibility for the proper and effective administration and management of this scheme of service shall be the Permanent Secretary, Ministry of Health in collaboration with the Health Service Commission and Ministry of Public Service.
- b) The scheme of services for Nurses and Midwives will be implemented by the respective Responsible Officers of the Local Governments (LGs), relevant line Ministries, Departments, and Agencies (MDAs).
- c) The schemes of service will apply to nurses and midwives in the Ministries, Departments, Agencies and Local Governments

3.1 Staff Performance

Upon deployment, the respective Responsible Officer shall have full responsibility for the management of the Nurses and Midwives. The Responsible Officer's responsibility shall include:

- a) Management of the Nurses and Midwives day to day performance at work
- b) Performance planning, monitoring, performance appraisals, rewards and performance improvement.
- c) Pay, staff training, development and discipline
- d) Custody of personal and confidential records of the Nurses and Midwives.

3.2 Management Guidelines of the Scheme of Service

The general management guidelines shall be as follows:

3.3 Implementation of the Nurses and Midwives Scheme

In implementation of the scheme, the positions shall be re-designated to reflect the new titles introduced under the scheme.

3.4 Creation of Posts

A scheme of service does not constitute an authority for creation of post(s). Any additional posts required under the new grading must be included in the Ministry's establishment proposals for consideration and approval by the Permanent Secretary Ministry of Public Service.

3.5 Recruitment and Promotion


When filling a post that is provided for under the available wage bill for that financial year, the MDAs will directly declare the vacancies to the respective service commissions for filling. However, where there is no wage provision for filling the position in that financial year, the MDA shall declare the vacant post to the Ministry of Public Service for clearance.

Serving Officers with the required qualifications, relevant experience and competences as prescribed in this Scheme of Service, shall be eligible for promotion following interviews with the relevant Service Commission. Promotions will be on merit.

Attainment of higher qualifications does not lead to automatic promotion. Upon attainment of higher qualifications, Nurses and Midwives will only qualify for promotion subject to the availability of the vacancies and the wage.

3.6 Deployment and Staff Rotation

- a) Officers in MDAs will be deployed according to the available positions and need.
- b) In the case of Local Governments, the Responsible Officer will be responsible for the posting to various departments or sections as the case may be.

- 
- c) Responsible officers shall ensure that Nurses and Midwives are rotated at least every three years for purposes of exposing them to the different Nursing and Midwifery functional areas.

3.7 Training

- a) Training will be initiated and financed by the respective Ministries, Departments, Agencies (MDAs) and Local Governments where the Officers will be serving. The MDAs and Local Governments will consult the Ministries of Health, Public Service and Education and Sports for professional and policy guidance.
- b) Newly recruited Nurses and Midwives and those transferred shall be oriented and inducted into the service by the respective Ministries, Departments, Agencies and Local Governments.
- c) For professional training that is not available in the Country, arrangements should be made for training abroad; consistent with the needs of the work of the individual within available resources.
- d) The successful completion of relevant management and professional training will normally be taken into account in the promotion process. Long term training in the relevant field will attract annual salary increment in accordance with the Uganda Public Service Standing Orders.



3. Existing Nursing and Midwifery Grading Qualifications and Career Progression in Public Service

4.1 Recognized Qualifications

(a) Certificate Level Education

- i) Certificate in Enrolled Nursing
- ii) Certificate in Enrolled Midwifery
- iii) Certificate in Psychiatric Nursing
- iv) Certificate in Enrolled Comprehensive Nursing

(b) Diploma Level Education

- i) Diploma in Nursing
- ii) Diploma in Midwifery
- iii) Diploma in Psychiatric Nursing
- iv) Diploma in Paediatric Nursing
- v) Diploma in Public Health Nursing
- vi) Diploma in Palliative Care Nursing
- vii) Diploma in Comprehensive Nursing

(c) Advanced/ Higher Diploma Level Education

- i) Advanced Diploma in Paediatric Nursing
- ii) Advanced Diploma in Public Health Nursing
- iii) Advanced Diploma in Palliative Care Nursing

(d) Bachelor's Degree Level Education

- i) Bachelor of Science in Nursing
- ii) Bachelor of Science in Midwifery

(e) Master's Degree Level Education

- i) Masters of Science in Nursing
- ii) Masters of Science in Midwifery

4.2 Current Established Positions, Education Requirements and Deployment

The table below represents the existing grading of the Nursing and Midwifery cadre:

No.	Current Job Title	Salary Scale	Education Requirement	Level of Deployment
	Commissioner Nursing	U1 SE	<ul style="list-style-type: none"> Bachelor's degree in Nursing Masters in Nursing or Midwifery or Public Health PGD in Management or Administration 	<ul style="list-style-type: none"> MoH
	Assistant Commissioner Nursing	U1E	<ul style="list-style-type: none"> Bachelor's degree in Nursing Masters in Nursing or Midwifery or Public Health Nursing PGD in Management or Administration 	<ul style="list-style-type: none"> MoH NRHs
	Assistant District Health Officer	U2 SC	<ul style="list-style-type: none"> Bachelor's degree in Nursing Masters in Nursing or Midwifery or Public Health PGD in Management or Administration 	<ul style="list-style-type: none"> District Health Office
	Senior Principal Nursing Officer	U2SC	<ul style="list-style-type: none"> Bachelor's degree in Nursing Postgraduate qualification in Administration or Management 	<ul style="list-style-type: none"> MoH NRHs RRHs
	Principal Nursing Officer	U3SC	<ul style="list-style-type: none"> Diploma in Nursing and Midwifery Diploma in Administration or and Management 	<ul style="list-style-type: none"> MoH NRHs RRHs GHs
	Principal Public Health Nurse	U3SC	<ul style="list-style-type: none"> Diploma in Public Health Nursing 	<ul style="list-style-type: none"> RRHs GHs
	Senior Nursing Officer	U4SC	<ul style="list-style-type: none"> Diploma in Nursing and Midwifery 	<ul style="list-style-type: none"> MoH NRHs RRHs GHs
	Senior Public Health Nurse	U4SC	<ul style="list-style-type: none"> Diploma in Public Health Nursing 	<ul style="list-style-type: none"> MoH NRHs RRHs GHs
	Public Health Nurse	U4SC	<ul style="list-style-type: none"> Diploma in Public Health Nursing 	<ul style="list-style-type: none"> GHs HCIV
	Nursing Officer	U5SC	<ul style="list-style-type: none"> Diploma in Nursing 	<ul style="list-style-type: none"> NRHs RRHs GHs HCIV HCIII

Nursing Officer Midwifery	U5 SC	<ul style="list-style-type: none"> • Diploma in Midwifery 	<ul style="list-style-type: none"> • NRHs • RRHs • GHs • HCIV • HCIII
Nursing Officer Psychiatry	U5 SC	<ul style="list-style-type: none"> • Diploma in Psychiatric Nursing 	<ul style="list-style-type: none"> • NRHs • RRHs • GHs • HCIV
Senior Enrolled Nurse	U6	<ul style="list-style-type: none"> • Certificate in Nursing 	<ul style="list-style-type: none"> • NRHs • RRHs
Senior Enrolled Midwife	U6	<ul style="list-style-type: none"> • Certificate in Midwifery 	<ul style="list-style-type: none"> • NRHs • RRHs
Enrolled Nurse	U7	<ul style="list-style-type: none"> • Certificate in Nursing 	<ul style="list-style-type: none"> • NRHs • RRHs • GHs • HCIV • HCIII • HC II
Enrolled Midwife	U7	<ul style="list-style-type: none"> • Certificate in Midwifery 	<ul style="list-style-type: none"> • NRHs • RRHs • GHs • HCIV • HCIII • HC II
Enrolled Psychiat- ric Nurse	U7	<ul style="list-style-type: none"> • Certificate in Psychiatric Nursing 	<ul style="list-style-type: none"> • NRHs • RRHs • GHs • HCIV



5. Recommended Nursing and Midwifery Positions, Qualifications and Career Progression in Public Service

5.1 Educational Programs and Qualifications

- a) **Certificate Level Education**
 - i) Certificate in Enrolled Nursing
 - ii) Certificate in Enrolled Midwifery
 - iii) Certificate in Psychiatric Nursing
 - iv) Certificate in Enrolled Comprehensive Nursing

- b) **Diploma Level Education**
 - i) Diploma in Nursing
 - ii) Diploma in Midwifery
 - iii) Diploma in Psychiatric Nursing
 - iv) Diploma in Comprehensive Nursing

- c) **Advanced/ Higher Diploma Level Education**
 - i) Advanced Diploma in Paediatric Nursing
 - ii) Advanced Diploma in Public Health Nursing
 - iii) Advanced Diploma in Critical Care Nursing
 - iv) Advanced Diploma in Oncology Nursing

- d) **Degree Level Education**
 - i) Bachelor of Science in Nursing
 - ii) Bachelor of Science in Midwifery

- e) **Post Graduate Diploma Level Education**
 - i) Child Health (Paediatric) Nursing
 - ii) Palliative Care Nursing
 - iii) Midwifery
 - iv) Reproductive health
 - v) Cardio-Thoracic Nursing
 - vi) Critical Care Nursing
 - vii) Trauma and Emergency (Ambulatory) Nursing
 - viii) Theatre Nursing
 - ix) Orthopaedic Nursing
 - x) Neurology Nursing
 - xi) Oncology Nursing
 - xii) Nursing Education/ Health professions Education/ Medical Education
 - xiii) Neonatal Nursing
 - xiv) Nephrology Nursing
 - xv) Geriatric Nursing
 - xvi) Psychiatric Nursing
 - xvii) Infectious Diseases Nursing
 - xviii) Public Health Nursing
 - xix) Transfusion Nursing

f) **Masters Level Education**

- i) Child Health (Paediatric) Nursing
- ii) Palliative Care Nursing
- iii) Midwifery
- iv) Reproductive health
- v) Cardio-Thoracic Nursing
- vi) Critical Care Nursing
- vii) Trauma and Emergency (Ambulatory) Nursing
- viii) Theatre Nursing
- ix) Orthopaedic Nursing
- x) Neurology Nursing
- xi) Oncology Nursing
- xii) Nursing Education/ Health professions Education/ Medical Education
- xiii) Neonatal Nursing
- xiv) Nephrology Nursing
- xv) Geriatric Nursing
- xvi) Psychiatric Nursing
- xvii) Infectious Diseases Nursing
- xviii) Public Health Nursing
- xix) Transfusion Nursing

5.2 Revised Grading and Career Progression for the Nursing and Midwifery Cadre

No.	Position/ Title	Salary Scale	Education, Experience and other Considerations	Deployment
	Commissioner, Nursing and Midwifery Services	U1SE	<ul style="list-style-type: none"> • Bachelor of Science in Nursing or Midwifery • Master of Science in Nursing or Midwifery • Post Graduate Qualification in either Administration, Management (Diploma or Masters) or Health Services Management • 12 years' relevant working experience 3 of which at Assistant Commissioner level • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • MoH • NRHs
	Assistant Commissioner, Nursing/ Midwifery/ Public Health	U1E	<ul style="list-style-type: none"> • Bachelor of Science in Nursing or Midwifery • Master of Science in Nursing or Midwifery • Post Graduate Qualification in either Administration, Management (Diploma or Masters) or Health Services Management • 9 years' relevant working experience 3 of which at Principal Nursing Officer level • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • MoH • NRHs • RRHs

Assistant District Health Officer, Maternal Child Health	U2 SC	<ul style="list-style-type: none"> a) A Bachelor of Science degree in either Nursing, Midwifery or equivalent from a recognized University/Institution b) Postgraduate Qualification (Masters or Diploma) in Health Science Management, Administration, Management or the equivalent from a recognized University/Institution. c) Must be registered with Uganda Nurses and Midwives Council with a valid practicing licence. d) Should have working experience of at least six (6) years, three (3) of which should have been at Senior Nursing Officer level or equivalent position from a reputable organization. 	<ul style="list-style-type: none"> • DLGs
Principal Nursing Officer, Nursing/ Midwifery/ Public Health	U2 SC	<ul style="list-style-type: none"> • Bachelor of Science in Nursing or Midwifery • Post Graduate Qualification in either Administration, Management (Diploma or Masters) or Health Services Management • 6 years' relevant working experience 3 of which at Senior Nursing Officer level • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • MoH • NRHs • RRHs • Specialized Institutions • GHs • DHO
Senior Nursing Officer, Nursing/ Midwifery/ Public Health	U3 SC	<ul style="list-style-type: none"> • Bachelor of Science in Nursing or Midwifery • 3 years' relevant working experience • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • MoH • NRHs • RRHs • Specialized Institutions • GHs • HC IVs
Nursing Officer, Nursing/ Midwifery	U4 SC	<ul style="list-style-type: none"> • Bachelor of Science in Nursing or Midwifery • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • MoH • NRHs • RRHs • Specialized Institutions • GHs • HC IVs
Diploma and Certificate Holders			
Assistant Nursing Officer, Nursing/ Midwifery/ Public Health/ Psychiatry	U5 SC	<ul style="list-style-type: none"> • Diploma in either Nursing, Comprehensive Nursing, Midwifery or Psychiatry <p>Registered with UNMC and holds a valid practicing licence</p>	<ul style="list-style-type: none"> • NRHs • RRHs • Specialized Institutions • GHs • HC IVs • HC III

Senior Enrolled Nurse, Nursing/ Midwifery/ Psychiatry	U6	<ul style="list-style-type: none"> • Certificate in either Nursing, comprehensive Nursing, Midwifery or Psychiatry • 3 years' relevant working experience • Registered with UNMC and holds a valid practicing licence 	<ul style="list-style-type: none"> • NRHs • RRHs • Specialized Institutions • GHs • HC IVs
Enrolled Nurse, Nursing/ Midwifery or Psychiatry	U7	<ul style="list-style-type: none"> • Certificate in either Nursing, comprehensive Nursing, Midwifery or Psychiatry <p>Registered with UNMC and holds a valid practicing licence</p>	<ul style="list-style-type: none"> • HC IVs • HC IIIs • HC IIs

5.3 Conversion of Nursing Officers

Persons employed in the Nursing Officers cadre and are currently holding diploma qualifications, will in the interim be converted to job titles detailed in the table below. They accordingly retain their salary levels on a "personal to holder" basis.

S/N	Current Job Title	New Job Title	Salary Scale
1	Senior Principal Nursing Officer	Senior Principal Assistant Nursing Officer	U2 SC
2	Principal Nursing officer	Principal Assistant Nursing Officer	U3 SC
3	Senior Nursing officer	Senior Assistant Nursing Officer	U4 SC
4	Nursing officer	Assistant Nursing Officer	U5 SC

5.4 Comprehensive Nurses

- a) Enrolled Comprehensive Nurses shall be employed as Enrolled Nurses
- b) Registered Comprehensive Nurses shall be employed as Assistant Nursing Officers and will be deployed to work as General Nurses

6. Job Descriptions and Person Specifications

Commissioner Nursing and Midwifery Services

Job Title: Commissioner Nursing and Midwifery Services

Salary Scale: U1SE

Reports to: Director Clinical services

Directly Supervises: Assistant Commissioner Nursing
Assistant Commissioner Midwifery
Assistant Commissioner Public Health Nursing

Purpose of the job

To provide strategic leadership, guidance and coordination in the management and professional development of the nursing, midwifery and public health nursing services.

Key result areas

- a) Plan, organise, coordinate programmes and activities of the department
- b) Provision of strategic leadership and management
- c) Monitoring and evaluation of nursing and midwifery services
- d) Provision of technical guidance and support supervision
- e) Resource mobilisation and utilization for effective implementation of the Nurses and Midwives services
- f) Initiation and review of nursing and midwifery policies and guidelines
- g) Provision of leadership and management for the nursing and midwifery department
- h) Institute mechanisms for adherence to professional code of conduct and ethics
- i) Provision of guidance for professional career development and training

Key duties and responsibilities

The key duties and responsibilities of the Commissioner, Nursing and Midwifery are to:

- a) Provide strategic leadership for the nursing and midwifery department
- b) Plan and budget for nursing, midwifery and public health nursing services
- c) Initiate, interpret and review of nursing and midwifery policies and guidelines
- d) Monitor and evaluate nursing and midwifery Services
- e) Provide technical guidance and support supervision
- f) Mobilize, allocate and account for effective implementation of the nursing and midwifery services
- g) Institute mechanisms for adherence to professional code of conduct and ethics
- h) Provide guidance for professional career development and training
- i) Monitor compliance with nursing, midwifery and public health nursing standards, guidelines and ethics
- j) Facilitate research and promote innovations in nursing and midwifery services
- k) Manage performance for nursing and midwifery professionals
- l) Plan and budget for nursing and midwifery services
- m) Institute and maintain mechanisms for coordination and collaboration with key stakeholders

Qualifications

- a) Bachelor's degree in Nursing or Midwifery
- b) Masters' Degree in either Nursing, Midwifery, Public Health Nursing or any other relevant health field from a recognized university/Institution
- c) Post graduate qualification (diploma and masters) in Administration/Management / Health Services Management
- d) Registered with the Uganda Nurses and Midwives council
- e) Must have a work experience of at least twelve (12) years, 3 of which at the level of Assistant Commissioner Nursing or Midwifery or Public Health Nursing or its equivalent from a reputable institution or organisation

Behavioural Competencies

- a) **Results orientation**
 - Able to link the organizational objectives to the national planning frameworks
 - Able to direct the organization towards achieving its overall objectives and to contribute to the national objectives
- b) **Leadership**
 - Models leadership for others and takes ownership on important business and operational issues
 - Is willing to take risks and champion new innovative approaches and initiatives that can lead to success
 - Leads the change process and creates a sense of urgency to achieve desired change
 - Has genuine passion about the vision and successfully instils in others to align the organization with the changed vision
- c) **Problem solving and decision making**
 - Takes care of macro and long term consequences of decisions
- d) **Team work**
 - Ensures team members have a common understanding of knowledge and relevant information
 - Provides constructive criticism
 - Instils team agenda before personal/individual interest
 - Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.
- e) **Accountability**
 - Is able to enforce accountability for individual and organizational performance
 - Upholds the principles of value for money
 - Takes initiative and puts in place control measures to combat and eradicate misuse of public resources

Technical Competencies

- a) **Financial management**
 - Is able to defend organizational/departmental budget estimates
 - Is able to identify clear expenditure priorities and funding
 - Is able to monitor and evaluate budget performance and cause remedial action



b) **Policy management**

- Promptly identifies deviations in policy implementation and makes appropriate recommendations
- Designs policy in an acceptable format and standard
- Offers technical guidance on policy implementation and is able to recommend policy review in time

c) **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

d) **Human resource management**

- Has the knowledge required providing guidance to the organization and stakeholders about human resource policy matters

e) **Coaching and mentoring**

- Helps build self-esteem, awareness and confidence through honest discussion of issues and discussions
- Sets high expectations of performance and encourages winning behaviour

Assistant Commissioner Nursing

Job Title: Assistant Commissioner Nursing

Salary scale: U1E

Reports to: Commissioner Nursing and Midwifery Services / Hospital Director

Directly supervises: Principal Nursing Officers

Purpose of the Job

To provide professional guidance and support supervision for effective delivery of nursing services

Key result areas

- a) Provision of technical guidance and support supervision in the delivery of nursing services
- b) Monitoring and evaluation of nursing services
- c) Resource allocation and utilisation for effective implementation of nursing services
- d) Initiation and review of nursing guidelines
- e) Provision of leadership and management for the Nursing Division
- f) Enforce adherence to professional code of conduct and ethics
- g) Provision of guidance for career development and training for Nurses
- h) Promotion of research and innovations in nursing

Key duties and responsibilities

The key duties and responsibilities of the Assistant Commissioner Nursing are to:

- a) Provide leadership to the Nursing Division
- b) Plan, budget and coordinate nursing Services
- c) Provide technical guidance and support supervision for effective delivery of nursing services
- d) Monitor and evaluate nursing services
- e) Allocate and account for resources
- f) Initiate and review nursing guidelines
- g) Enforce adherence to professional code of conduct and ethics
- h) Provision of guidance for career development and training for Nurses
- i) Plan and coordinate the implementation of quality assurances programmes for nursing services
- j) Promote research and innovation in nursing
- k) Manage the performance of staff in the division

Qualifications

- a) A Bachelor of Science degree in Nursing or its equivalent from a recognized University or Institution
- b) A Master's degree in Nursing or its equivalent from a recognized University or Institution
- c) Postgraduate qualification (Diploma or Masters) in Administration or Management or Health Services Management from a recognized Institution or University
- d) Must be registered with the Uganda Nurses and Midwives Council
- e) A minimum of nine (9) years' relevant work experience, three (3) years of which must be at the level of Principal Nursing Officer or its equivalent from a reputable Organisation



Behavioural Competencies

a) Results orientation

- Able to link the organizational objectives to the national planning frameworks
- Able to direct the organization towards achieving its overall objectives and to contribute to the national objectives.

b) Leadership

- Models leadership for others and takes ownership on important business and operational issues.
- Is willing to take risks and champion new innovative approaches and initiatives that can lead to success.
- Leads the change process and creates a sense of urgency to achieve desired change.
- Has genuine passion about the vision and successfully instils in others to align the organization with the changed vision.

c) Concern for quality and standards

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

d) Problem solving and decision making

- Takes care of macro and long term consequences of decisions

e) Team work

- Ensures team members have a common understanding of knowledge and relevant information
- Provides constructive criticism
- Instils team agenda before personal/individual interest
- Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions

f) Public relations and customer care

- Ensures that public processes are transparent and clear
- Maintains clear communication with customers
- Monitors client satisfaction
- Works with a long term perspective in addressing customer's problems

g) Ethics and integrity

- Demonstrates ability to monitor and take corrective action to ensure adherence to organizational values, norms and principles.
- Openly and clearly expresses dissatisfaction when organizational values are being compromised, even at risk of losing personal or career benefits.

Technical Competencies

a) 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



b) **Coaching and mentoring**

- Helps build self-esteem, awareness and confidence through honest discussion of issues and discussions
- Sets high expectations of performance and encourages winning behaviour

c) **Managing employee performance**

- Sees the development of the potential of others as a personal job performance goal
- Is skilled at handling or defusing aggressive or non-productive behaviour
- Does not avoid or delay discussions and feedback with employees about below standard performance

d) **Delegation**

- Willingness to give away some of his/her responsibilities without abdicating
- Articulates the purpose and tasks clearly and provides all the necessary documentation on the subject matter
- Periodically follows up on agreed targets while providing guidance and coaching whenever necessary

Assistant Commissioner Midwifery

Job Title: Assistant Commissioner Midwifery

Salary scale: U1E

Reports to: Commissioner Nursing and Midwifery Services / Hospital Director

Directly supervises: Principal Nursing Officers (Midwifery)

Purpose of the job

To provide professional guidance and support supervision for effective delivery of services

Key result areas

- a) Provision of technical guidance and support supervision in the delivery of midwifery services
- b) Monitoring and evaluation of midwifery services
- c) Resource allocation and utilisation for effective implementation of midwifery services
- d) Initiation and review of midwifery guidelines
- e) Provision of leadership and management for the Midwifery Division
- f) Enforce adherence to professional code of conduct and ethics
- g) Provision of guidance for career development and training for Midwives
- h) Promotion of research and innovations in midwifery

Key duties and responsibilities

The key duties and responsibilities of the Assistant Commissioner Midwifery services are to:

- a) Provide leadership to the Midwifery Division
- b) Plan, budget and coordinate midwifery Services
- c) Provide technical guidance and support supervision for effective delivery
- d) Monitor and evaluate midwifery services
- e) Allocate and account for resources
- f) Initiate and review midwifery guidelines
- g) Enforce adherence to professional code of conduct and ethics
- h) Provision of guidance for career development and training for Midwives
- i) Plan and coordinate the implementation of quality assurances programmes
- j) Promote research and innovation in midwifery services
- k) Manage the performance of staff in the division

Qualifications

- a) A Bachelor of Science degree in Midwifery or its equivalent from a recognized University or Institution
- b) A Master's degree in Midwifery or its equivalent from a recognized University or Institution.
- c) Postgraduate qualification (Diploma or Masters) in Administration or Management or Health Services Management from a recognized Institution or University
- d) Must be registered with the Uganda Nurses and Midwives Council
- e) A minimum of nine (9) years' relevant work experience, three (3) years of which must be at the level of Principal Nursing Officer or its equivalent in from a reputable Organisation

Behavioural Competencies

a) Results orientation

- Able to link the organizational objectives to the national planning frameworks
- Able to direct the organization towards achieving its overall objectives and to contribute to the national objectives.

b) Leadership

- Models leadership for others and takes ownership on important business and operational issues
- Is willing to take risks and champion new innovative approaches and initiatives that can lead to success
- Leads the change process and creates a sense of urgency to achieve desired change
- Has genuine passion about the vision and successfully instils in others to align the organization with the changed vision

c) Concern for quality and standards

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

d) Problem solving and decision making

Takes care of macro and long term consequences of decisions

e) Team work

- Ensures team members have a common understanding of knowledge and information
- Provides constructive criticism
- Instils team agenda before personal/individual interest
- Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions

Technical Competencies

a) Planning, organizing and coordinating

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

b) Coaching and mentoring

Helps build self-esteem, awareness and confidence through honest discussion of issues and discussions. Sets high expectations of performance and encourages winning behaviour

c) Managing employee performance

- Sees the development of the potential of others as a personal job performance goal
- Is skilled at handling or defusing aggressive or non-productive behaviour
- Does not avoid or delay discussions and feedback with employees about below standard performance

d) Delegation

- Willingness to give away some of his/her responsibilities without abdicating
- Articulates the purpose and tasks clearly and provides all the necessary documentation on the subject matter
- Periodically follows up on agreed targets while providing guidance and coaching whenever necessary



Assistant Commissioner Public Health Nursing

Job Title: Assistant Commissioner Public Health Nursing

Salary scale: U1E

Reports to: Commissioner Nursing and Midwifery Services / Hospital Director

Directly supervises: Principal Public Health Nurse

Purpose of the job

To provide professional guidance and support supervision for effective delivery of public health nursing services

Key result areas

- a) Provision of technical guidance and support supervision in the delivery of public health nursing services
- b) Monitoring and evaluation of public health nursing services
- c) Resource allocation and utilisation for effective implementation of public health nursing services
- d) Initiation and review of public health nursing guidelines
- e) Provision of leadership and management for the Public Health Nursing Division
- f) Enforce adherence to professional code of conduct and ethics
- g) Provision of guidance for career development and training for Public Health Nurses
- h) Promotion of research and innovations in public health nursing

Key duties and responsibilities

The key duties and responsibilities of the Assistant Commissioner Public Health Nursing are to:

- a) Provide leadership to the Public Health Nursing Division
- b) Plan, budget and coordinate public health nursing services
- c) Provide technical guidance and support supervision for effective delivery of public health nursing services
- d) Monitor and evaluate public health nursing services
- e) Allocate and account for resources
- f) Initiate and review public health nursing guidelines
- g) Enforce adherence to professional code of conduct and ethics
- h) Provision of guidance for career development and training for Public Health Nurses
- i) Plan and coordinate the implementation of quality assurances programmes for public health nursing services
- j) Promote research and innovation in public health nursing
- k) Manage the performance of staff in the division

Qualifications

- a) A Bachelor of Science degree in either Nursing, Midwifery or its equivalent from a recognized University or Institution
- b) A Master's degree in Public Health Nursing or its equivalent from a recognized University or Institution
- c) Postgraduate qualification (Diploma or Masters) in Administration or Management or Health Services Management from a recognized Institution or University

- d) Must be registered with the Uganda Nurses and Midwives Council
- e) A minimum of nine (9) years' relevant work experience, three (3) years of which must be at the level of Principal Public Health Nurse or its equivalent in from a reputable Organisation

Behavioural Competencies

a) Results orientation

- Able to link the organizational objectives to the national planning frameworks
- Able to direct the organization towards achieving its overall objectives and to contribute to the national objectives

b) Leadership

- Models leadership for others and takes ownership on important business and operational issues
- Is willing to take risks and champion new innovative approaches and initiatives that can lead to success
- Leads the change process and creates a sense of urgency to achieve desired change
- Has genuine passion about the vision and successfully instils in others to align the organization with the changed vision

c) Concern for quality and standards

- Sets up new procedures and establishes a system for measuring and monitoring compliance
- Communicates and reinforces standards

d) Problem solving and decision making

Takes care of macro and long term consequences of decisions

e) Team work

- Ensures team members have a common understanding of knowledge and relevant information
- Provides constructive criticism
- Instils team agenda before personal/individual interest
- Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions

Technical Competencies

a) 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

b) Coaching and mentoring

- Helps build self-esteem, awareness and confidence through honest discussion of issues and discussions
- Sets high expectations of performance and encourages winning behaviour



c) **Managing employee performance**

- Sees the development of the potential of others as a personal job performance goal
- Is skilled at handling or defusing aggressive or non-productive behaviour
- Does not avoid or delay discussions and feedback with employees about below standard performance

d) **Delegation**

- Willingness to give away some of his/her responsibilities without abdicating
- Articulates the purpose and tasks clearly and provides all the necessary documentation on the subject matter
- Periodically follows up on agreed targets while providing guidance and coaching whenever necessary



Assistant District Health Officer (MCH)

Job Title: Assistant District Health Officer (Maternal and Child Health)

Salary Scale: U2

Reports to: District Health Officer

Directly Supervises: Senior Public Health Nurse, Senior Nursing Officer, Cold Chain Technician.

Purpose of the job

To coordinate all maternal and child health/nursing services in the District

Key result areas

- a) Provision of strategic leadership in the management of maternal and child health/nursing services delivery in the District
- b) Promotion of quality assurance in maternal and child health/nursing Services
- c) Provision of technical guidance and support supervision
- d) Coordination MCH/Nursing Services in the District.
- e) Promotion of operational research in maternal and child health/nursing

Key duties and responsibilities

The key duties and responsibilities of the Assistant District Health Officer (Maternal and Child Health/Nursing) are to

- a) Plan, manage, monitor and evaluate maternal and child health/nursing services delivery in the District
- b) Promote quality assurance in maternal and child health/nursing services
- c) Provide technical guidance and support supervision for maternal and child health/nursing services
- d) Monitor the implementation of maternal and child health/nursing policy plans and programmes
- e) Coordinate maternal and child health/nursing services in the District.
- f) Supervise maternal and child health/nursing services health information management systems in the District
- g) Promote operational research in maternal and child health/nursing services within the District.
- h) Manage performance of staff
- i) Prepare and submit reports on maternal and child health/nursing activities

Qualifications

- a) A Bachelor of Science degree in either Nursing, Midwifery or equivalent from a recognized University/Institution
- b) Postgraduate Qualification (Masters or Diploma) in Health Science Management, Administration, Management or the equivalent from a recognized University/Institution
- c) Must be registered with Uganda Nurses and Midwives Council with a valid practicing licence
- d) Should have working experience of at least six (6) years, three(3) of which should have been at Senior Nursing Officer level or equivalent position from a reputable organization



Behavioural Competencies

a) **Results orientation**

- Able to link the organizational objectives to the national planning frameworks
- Able to direct the organization towards achieving its overall objectives and to contribute to the national objectives

b) **Leadership**

- Models leadership for others and takes ownership on important business and operational issues
- Is willing to take risks and champion new innovative approaches and initiatives that can lead to success
- Leads the change process and creates a sense of urgency to achieve desired change
- Has genuine passion about the vision and successfully instils in others to align the organization with the changed vision

c) **Concern for quality and standards**

- Sets up new procedures and establishes a system for measuring and monitoring compliance
- Communicates and reinforces standards

d) **Team work**

- Ensures team members have a common understanding of knowledge and relevant information
- Provides constructive criticism
- Instils team agenda before personal/individual interest
- Anticipates and resolves conflicting differences by pursuing mutually agreeable solutions.

e) **Public relations and customer care**

- Ensures that public processes are transparent and clear
- Maintains clear communication with customers
- Monitors client satisfaction
- Works with a long term perspective in addressing customer's problems

Technical Competencies

a) **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.

b) **Human resource management**

Has the knowledge required providing guidance to the organization and stakeholders about human resource policy matters.

c) **Coaching and mentoring**

Helps build self-esteem, awareness and confidence through honest discussion of issues and discussions. Sets high expectations of performance and encourages winning behaviour.



d) **Managing employee performance**

- Sees the development of the potential of others as a personal job performance goal
- Is skilled at handling or defusing aggressive or non-productive behaviour
- Does not avoid or delay discussions and feedback with employees about below standard performance

e) **Delegation**

- Willingness to give away some of his/her responsibilities without abdicating
- Articulates the purpose and tasks clearly and provides all the necessary documentation on the subject matter
- Periodically follows up on agreed targets while providing guidance and coaching whenever necessary

Principal Nursing Officer (Nursing)

Job Title: Principal Nursing Officer (Nursing)

Salary Scale: U2

Reports to: Assistant Commissioner Nursing or Medical Superintendent

Directly Supervises: Senior Nursing Officer

Purpose of the job

To coordinate all nursing services in liaison with heads of clinical departments

Key result areas

- a) Provision of professional guidance and support supervision
- b) Supervision of quality nursing services
- c) Promotion of professional code of conduct and ethics
- d) Mentorship training and coaching
- e) Promotion of research and innovation
- f) Management of staff performance

Key duties and responsibilities

The duties and responsibilities of a Principal Nursing Officer are to

- a) Plan, organize, and coordinate nursing services
- b) Supervise the provision of quality nursing services
- c) Provide professional guidance and support supervision
- d) Plan and implement quality assurance programmes
- e) Enforce ethical professional conduct and manage performance of nursing staff
- f) Conduct and utilize evidence-based research to improve nursing practice
- g) Mentor, train and coach nursing staff and interns

Qualifications

- a) A Bachelor of Science degree in Nursing or its equivalent from a recognized Institution
- b) Post-Graduate Qualification (Diploma or Masters) in Administration, Management Hospital Management or the equivalent from a recognized Institution/University
- c) Must be registered with the Uganda Nurses and Midwives Council and hold a valid licence.
- d) Minimum of six (6) years' relevant working experience, three (3) of which should be at Senior Nursing Officer level or its equivalent from a reputable institution

Behavioural Competencies

- a) **Results orientation**
 - Ready to achieve challenging objectives in spite of obstacles and road blocks
 - Ready to seize new challenges and opportunities to set and achieve results
 - Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support
- b) **Leadership**
 - Resolves team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results
 - Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others

- Sets and articulates a clear direction for the team and inspires confidence in the team
- c) **Concern for quality**
 - Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
 - Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards
- d) **Public relations and customer care**
 - Makes him/herself available when critically needed by the customer
 - Is able to identify the customer's real needs/issues beyond those expressed initially
 - Maintains clear communication with customer regarding mutual expectations
 - Monitors client satisfaction
- e) **Judgment, decision making and problem solving**
 - Easily and quickly identifies causes and recommends the most workable course of action
 - Takes a leading role in arriving at a decision
 - Takes follow up action to ensure that the decision made is implemented
 - Openly commits oneself to the decision made by firmly expressing ones view and standing by it

Technical Competencies

- a) **Planning, organizing and coordinating**
 - Plans allocation of staff, funds, tools and facilities
 - Develops and implements work plans for complex projects
 - Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively
 - Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems
- b) **Financial management**
 - Is able to identify and lobby key stakeholders
 - Is able to fit the organizational/departmental budget into the macro economic framework
 - Is able to establish a link between provision of financial resources and other resources
- c) **Human resource management**
 - Is able to provides guidance to the organization and stakeholders about HR policy
 - Is able to delegate and supervise staff
 - Is able to assess staff performance
- d) **Managing employee performance**
 - Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
 - Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
 - Helps staff establish methods for self-assessment and performance improvement
- e) **Coaching and mentoring**
 - Arranges increasingly complex leaning opportunities or experiences for the purpose of fostering the learning in order to make the individual independent
 - Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource



Senior Nursing Officer

Job Title: Senior Nursing Officer (Nursing)

Salary Scale: U3

Reports to : Principal Nursing Officer

Directly Supervises: Nursing Officers

Purpose of the job

To provide quality nursing services

Key result areas

- a) Provision of quality nursing services
- b) Institution of mechanisms for provision of 24 hour nursing coverage
- c) Supervision, coaching, and mentoring
- d) Development and implementation of nursing protocols
- e) Management of performance

Key duties and responsibilities

The key duties and responsibilities of the Senior Nursing Officer are to:

- a) Plan, monitor, and evaluate nursing activities
- b) Prepare and submit reports
- c) Allocate duties to nursing staff and students for smooth running of wards/units
- d) Manage performance of staff
- e) Supervise, coach, and mentor students and staff
- f) Participate in research activities for evidence based practice
- g) Develop and implement nursing protocols

Qualifications

- a) A Bachelor of Science degree in either Nursing or its equivalent from a recognized University/Institution
- b) Possession of a Diploma in a specialized field will be of added advantage
- c) Must be registered with Uganda Nurses and Midwives Council with a valid practicing licence
- d) Should have working experience of at least three (3) years, at Nursing Officer level or equivalent position from a reputable organization.

Behavioural Competencies

- a) **Results orientation**
 - Ready to achieve challenging objectives in spite of obstacles and road blocks
 - Ready to seize new challenges and opportunities to set and achieve results
 - Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support
- b) **Leadership**
 - Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results

- Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others
 - Sets and articulates a clear direction for the team and inspires confidence in the team
- c) **Concern for quality**
- Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
 - Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards
- d) **Public relations and customer care**
- Makes him/herself available when critically needed by the customer.
 - Is able to identify the customer's real needs/issues beyond those expressed initially
 - Maintains clear communication with customer regarding mutual expectations
 - Monitors client satisfaction
- e) **Judgment, decision making and problem solving**
- Easily and quickly identifies causes and recommends the most workable course of action within good time
 - Takes a leading role in arriving at a decision
 - Takes follow up action to ensure that the decision made is implemented

Technical Competencies

- a) **Planning, organizing and coordinating**
- Plans allocation of staff, funds, tools and facilities
 - Develops and implements work plans for complex projects
 - Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively
 - Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems
- b) **Financial management**
- Is able to identify and lobby key stakeholders
 - Is able to fit the organizational/departmental budget into the macro economic framework
 - Is able to establish a link between provision of financial resources and other resources
- c) **Managing employee performance**
- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
 - Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
 - Helps staff establish methods for self-assessment and performance improvement
- d) **Coaching and mentoring**
- Arranges increasingly complex learning opportunities or experiences for the purpose of fostering the learning in order to make the individual independent
 - Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource

Nursing Officer (Nursing)

Job Title: Nursing Officer (Nursing)

Salary Scale: U4

Reports to : Senior Nursing Officer

Directly Supervises: Senior Assistant Nursing Officers and Assistant Nursing Officers

Purpose of the job

To provide quality nursing services

Key result areas

- a) Provision of quality nursing services
- b) Institution of mechanisms for provision of 24 hour nursing coverage
- c) Coaching and mentoring
- d) Implementation of nursing protocols
- e) Management of performance

Key duties and responsibilities

The key duties and responsibilities of the Nursing Officer are to

- a) Plan, monitor, and evaluate nursing activities
- b) Prepare and submit reports
- c) Allocate duties to nursing staff and students for smooth running of wards of health units
- d) Coach and mentor students and staff
- e) Participate in research activities for evidence based practice
- f) Implement nursing protocols
- g) Manage performance of staff
- h) Make arrangements for provision of wards with adequate supplies and drugs.
- i) Account for supplies and drugs
- j) Conduct primary health care and health education.
- k) Enforce strict adherence to code of conduct and ethics

Qualifications

- a) A Bachelor of Science degree in either Nursing or equivalent from a recognized University /institution
- b) Registered with the Uganda Nurses and Midwifery Council and hold a valid practising licence

Behavioural Competencies

- a) **Concern for quality and standards**
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability
 - Maintains current and thorough records
 - Takes action to improve performance and to ensure success
 - Monitors progress against key criteria

b) **Results orientation**

- Aware of the mission, goals, strategic objectives and key outputs of the organization
- Able to link the objectives and outputs of the department to his/her own job
- Able to prioritize work and makes decisions that are aligned with established objectives
- Strives to improve results

c) **Ethics and integrity**

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

d) **Effective communication**

- Responds by giving clear, concise and accurate information.
- 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

e) **Public relations and customer care**

- Clarifies roles and duties to avoid being misunderstood.
- Takes personal responsibility for correcting customer service problems
- Sees oneself as a representative of the organization and acts in a way that markets / promotes the organization

Technical Competencies

a) **Planning, organizing and coordinating**

- Adjusts plan appropriately and takes initiative to follow through rather than wait for problems
- Anticipates problems, takes advantage of opportunities and effectively deals with them

b) **Managing employee performance**

- In partnership with the employee, is able to plan activities and outlines expectations
- Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
- Helps staff to establish methods for self-assessment and performance improvement
- Provides ongoing coaching and feedback appropriately and conducts formal review
- Understands the organisations' goals and objectives
- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others

c) **Coaching and mentoring**

- Provides routine exchange of knowledge with others to help them carry out assignments.
- Gives detailed instructions and/or on-the-job demonstration
- Listens for appropriate responses and provides encouragement and support for action
- Reinforces behaviour that produces positive outputs

d) **Time management**

- Plans daily, weekly, quarterly, monthly and annually
- Maintains an organised work environment with easy access to necessary resources and files and with minimal clutter
- Uses an effective personal planning and scheduling tool
- Maintains an organised filing system
- Takes specific steps to evaluate how time is used and to eliminate time wastage

Principal Nursing Officer (Midwifery)

Job Title: Principal Nursing Officer (Midwifery)

Salary Scale: U2

Reports to: Assistant Commissioner Nursing (Midwifery) or Medical Superintendent

Directly Supervises: Senior Nursing Officer (Midwifery)

Purpose of the job

To coordinate all midwifery services in liaison with heads of clinical departments

Key result areas

- a) Provision of professional guidance and support supervision
- b) Supervision of quality midwifery services
- c) Promotion of professional code of conduct and ethics.
- d) Mentorship training and coaching
- e) Promotion of research and innovation
- f) Management of staff performance

Key duties and responsibilities

The duties and responsibilities of a Principal Nursing Officer (Midwifery) are to

- a) Plan, organize, and coordinate midwifery services
- b) Supervise the provision of quality midwifery services
- c) Provide professional guidance and support supervision
- d) Plan and implement quality assurance programmes
- e) Enforce ethical professional conduct in the provision of midwifery services
- f) Manage performance of midwifery staff
- g) Conduct and utilize evidence-based research to improve midwifery practice
- h) Mentor train and coach nursing staff and interns

Qualifications

- a) A Bachelor of Science degree in Nursing, Midwifery or its equivalent from a recognized University or Institution
- b) Post-Graduate Qualification (Diploma or Masters) in Administration, Management, Hospital Management or the equivalent from a recognized Institution/University
- c) Must be registered with the Uganda Nurses and Midwives council and hold a valid licence
- d) Minimum of six (6) years' relevant working experience, three (3) of which should be at Senior Nursing Officer (Midwifery) level or its equivalent from a reputable institution

Behavioural Competencies

- a) **Results orientation**
 - Ready to achieve challenging objectives in spite of obstacles and road blocks
 - Ready to seize new challenges and opportunities to set and achieve results
 - Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support

b) **Leadership**

- Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results
- Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others
- Sets and articulates a clear direction for the team and inspires confidence in the team

c) **Concern for quality**

- Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
- Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards

d) **Public relations and customer care**

- Makes him/herself available when critically needed by the customer
- Is able to identify the customer's real needs/issues beyond those expressed initially
- Maintains clear communication with customer regarding mutual expectations
- Monitors client satisfaction

e) **Judgment, decision making and problem solving**

- Easily and quickly identifies causes and recommends the most workable course of action within good time
- Takes a leading role in arriving at a decision
- Takes follow up action to ensure that the decision made is implemented
- Openly commits oneself to the decision made by firmly expressing ones view and standing by it

Technical Competencies

a) **Planning, organizing and coordinating**

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

b) **Financial management**

- Is able to identify and lobby key stakeholders
- Is able to fit the organizational/departmental budget into the macro economic framework
- Is able to establish a link between provision of financial resources and other resources

c) **Human resource management**

- Has the knowledge required to provide guidance to the organization and stakeholders about HR policy matters
- Is able to delegate and supervise staff
- Is able to assess staff performance



d) **Managing employee performance**

- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
- Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
- Helps staff establish methods for self-assessment and performance improvement

e) **Coaching and mentoring**

- Arranges increasingly complex learning opportunities or experiences for the purpose of fostering learning in order to make the individual independent
- Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource



Senior Nursing Officer (Midwifery)

Job Title: Senior Nursing Officer (Midwifery)

Salary Scale: U3

Reports to: Principal Nursing Officer (Midwifery)

Directly Supervises: Nursing Officers (Midwifery)

Purpose of the job

To provide quality midwifery services

Key result areas

- a) Provision of quality midwifery services
- b) Institution of mechanisms for provision of 24 hour midwifery coverage
- c) Supervision, coaching, and mentoring
- d) Development and implementation of midwifery protocols
- e) Management of performance

Key duties and responsibilities

The key duties and responsibilities of the Senior Nursing Officer (Midwifery) are to

- a) Plan, monitor, and evaluate midwifery activities
- b) Prepare and submit reports
- c) Allocate duties to midwifery staff and students for smooth running of wards/units
- d) Manage performance of staff
- e) Supervise, coach, and mentor students and staff
- f) Participate in research activities for evidence based practice
- g) Develop and implement midwifery protocols

Qualifications

- a) A Bachelor of Science degree in either Nursing, Midwifery or its equivalent from a recognized University/Institution
- b) Possession of a Diploma in a specialized field will be of added advantage
- c) Must be registered with Uganda Nurses and Midwives Council with a valid practicing licence
- d) Should have working experience of at least three (3) years, at Nursing Officer (Midwifery) level or equivalent position from a reputable organization

Behavioural Competencies

- a) **Results orientation**
 - Ready to achieve challenging objectives in spite of obstacles and road blocks
 - Ready to seize new challenges and opportunities to set and achieve results
 - Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support
- b) **Leadership**
 - Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results

- Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others
 - Sets and articulates a clear direction for the team and inspires confidence in the team
- c) **Concern for quality**
- Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
 - Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards
- d) **Public relations and customer care**
- Makes him/herself available when critically needed by the customer
 - Is able to identify the customer's real needs/issues beyond those expressed initially
 - Maintains clear communication with customer regarding mutual expectations
 - Monitors client satisfaction
- e) **Judgment, decision making and problem solving**
- Easily and quickly identifies causes and recommends the most workable course of action within good time
 - Takes a leading role in arriving at a decision
 - Takes follow up action to ensure that the decision made is implemented

Technical Competencies

- a) **Planning, organizing and coordinating**
- Plans allocation of staff, funds, tools and facilities
 - Develops and implements work plans for complex projects
 - Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively
 - Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems
- b) **Financial management**
- Is able to identify and lobby key stakeholders
 - Is able to fit the organizational/departmental budget into the macro economic framework
 - Is able to establish a link between provision of financial resources and other resources
- c) **Managing employee performance**
- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
 - Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
 - Helps staff establish methods for self-assessment and performance improvement
- d) **Coaching and mentoring**
- Arranges increasingly complex learning opportunities or experiences for the purpose of fostering the learning in order to make the individual independent.
 - Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource

Nursing Officer (Midwifery)

Job Title: Nursing Officer (Midwifery)

Salary Scale: U4

Reports to : Senior Nursing Officer (Midwifery)

Directly Supervises: Senior Assistant Nursing Officers and Assistant Nursing Officers (Midwifery)

Purpose of the job

To provide quality midwifery services

Key result areas

- a) Provision of quality midwifery services
- b) Institution of mechanisms for provision of 24 hour midwifery coverage
- c) Coaching and mentoring
- d) Implementation of midwifery protocols
- e) Management of performance

Key duties and responsibilities

The key duties and responsibilities of the Nursing Officer (Midwifery) are to

- a) Plan, monitor, and evaluate midwifery activities
- b) Prepare and submit reports
- c) Allocate duties to nursing staff and students for smooth running of wards of health units.
- d) Coach and mentor students and staff
- e) Participate in research activities for evidence based practice
- f) Implement nursing protocols
- g) Manage performance of staff
- h) Make arrangements for provision of wards with adequate supplies and drugs
- i) Account for supplies and drugs
- j) Conduct primary health care and health education
- k) Enforce strict adherence to code of conduct and ethics

Qualifications

- a) A Bachelor of Science degree in either Nursing, Midwifery or equivalent from a recognized University /institution
- b) Registered with the Uganda Nurses and Midwifery Council and hold a valid practising licence.

Behavioural Competencies

- a) Concern for quality and standards
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability
 - Maintains current and thorough records
 - Takes action to improve performance and to ensure success.
 - Monitors progress against key criteria
- b) **Results orientation**
 - Aware of the mission, goals, strategic objectives and key outputs of the organization

- Able to link the objectives and outputs of the department to his/her own job
 - Able to prioritize work and makes decisions that are aligned with established objectives
 - Strives to improve results
- c) **Ethics and integrity**
- Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
 - Openly advocates for observance of ethical values and principles to others
- d) **Effective communication**
- Responds by giving clear, concise and accurate information
 - 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
- e) **Public relations and customer care**
- Clarifies roles and duties to avoid being misunderstood
 - Takes personal responsibility for correcting customer service problems and does so promptly
 - Sees oneself as a representative of the organization and acts in a way that markets/promotes the organization

Technical Competencies

- a) **Planning, organizing and coordinating**
- Adjusts plan appropriately and takes initiative to follow through rather than wait for problems.
 - Anticipates problems, takes advantage of opportunities and effectively deals with them
- b) **Managing employee performance**
- In partnership with the employee, is able to plan activities and outlines expectations
 - Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
 - Helps staff to establish methods for self-assessment and performance improvement
 - Provides ongoing coaching and feedback appropriately and conducts formal review
 - Understands the organisations' goals and objectives
 - Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
- c) **Coaching and mentoring**
- Provides routine exchange of knowledge with others to help them carry out assignments
 - Gives detailed instructions and/or on-the-job demonstration.
 - Listens for appropriate responses and provides encouragement and support for action
 - Reinforces behaviour that produces positive outputs.
- d) **Time management**
- Plans daily, weekly, quarterly, monthly and annually
 - Maintains an organised work environment with easy access to necessary resources and files and with minimal clutter
 - Uses an effective personal planning and scheduling tool
 - Maintains an organised filing system
 - Takes specific steps to evaluate how time is used and to eliminate time wastage

Principal Public Health Nurse

Job Title: Principal Public Health Nurse

Salary Scale: U2

Reports to: Assistant Commissioner Public Health Nursing , Medical Superintendent

Directly Supervises: Senior Public Health Nurse

Purpose of the Job

To coordinate public health nursing services

Key result areas

- a) Provision of professional guidance and support supervision
- b) Supervision of quality public health nursing services
- c) Promotion of professional code of conduct and ethics
- d) Mentorship training and coaching
- e) Promotion of research and innovation
- f) Management of staff performance

Key duties and responsibilities

The duties and responsibilities of a Principal Public Health Nurse are to

- a) Provide leadership and management in the delivery of quality public health nursing services
- b) Supervise the provision of quality public health nursing services
- c) Provide professional guidance and support supervision
- d) Institute mechanisms for enforcing ethical professional conduct in the provision of public health nursing services
- e) Manage performance of public health nursing services staff
- f) Conduct and utilize evidence-based research to improve public health nursing services
- g) Mentor, train and coach public health nursing staff

Qualifications

Either

- a) A Bachelor of Science degree in Nursing or Midwifery from a recognized University or Institution.
- b) Post Graduate Diploma in Public Health Nursing from a recognized University or Institution.
- c) Registered with the Uganda Nurses and Midwives Council
- d) Must have relevant working experience of at least six (6) years, three (3) of which should be at the level of Senior Public Health Nurse or its equivalent from a reputable organization.

Or

- a) Advanced Diploma in Public Health from a recognized University or Institution
- b) Bachelor's degree in Nursing/Midwifery from a recognized University or Institution
- c) Registered with the Uganda Nurses and Midwives Council
- d) Must have relevant working experience of at least six (6) years, three (3) of which should be at the level of Senior Public Health Nurse or its equivalent from a reputable organization.



Behavioural Competencies

a) **Results orientation**

- Ready to achieve challenging objectives in spite of obstacles and road blocks
- Ready to seize new challenges and opportunities to set and achieve results
- Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support

b) **Leadership**

- Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results
- Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others
- Sets and articulates a clear direction for the team and inspires confidence in the team

c) **Concern for quality**

- Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
- Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards

d) **Public relations and customer care**

- Makes him/herself available when critically needed by the customer
- Is able to identify the customer's real needs/issues beyond those expressed initially
- Maintains clear communication with customer regarding mutual expectations
- Monitors client satisfaction

e) **Judgment, decision making and problem solving**

- Easily and quickly identifies causes and recommends the most workable course of action within good time.
- Takes a leading role in arriving at a decision
- Takes follow up action to ensure that the decision made is implemented
- Openly commits oneself to the decision made by firmly expressing ones view and standing by it

Technical Competencies

a) **Planning, organizing and coordinating**

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

b) **Financial management**

- Is able to identify and lobby key stakeholders
- Is able to fit the organizational/departmental budget into the macro economic framework
- Is able to establish a link between provision of financial resources and other resources



c) **Managing employee performance**

- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
- Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
- Helps staff establish methods for self-assessment and performance improvement

d) **Coaching and mentoring**

- Arranges increasingly complex learning opportunities or experiences for the purpose of fostering the learning in order to make the individual independent
- Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource

Senior Public Health Nurse

Job Title: Senior Public Health Nurse

Salary Scale: U3

Reports to : Principal Public Health Nurse, Medical Superintendent,

Directly Supervises: Nursing Officer (Public Health)

Purpose of the Job

Manage health interventions for the prevention of illness and promotion of health

Key result areas

- a) Provision of technical support supervision in public health nursing.
- b) Promotion of professional code of conduct and ethics.
- c) Mentorship training and coaching
- d) Promotion of research and innovation
- e) Management of staff performance

Key duties and responsibilities

The duties and responsibilities of a Senior Public Health Nurse are to:-

- a) Provide quality Public Health Nursing services
- b) Provide technical support supervision
- c) Enforce professional code of conduct and ethics in the provision of public health nursing services
- d) Manage performance of public health nursing services staff
- e) Conduct and utilize evidence-based research to improve public health nursing services
- f) Mentor, train and coach public health nursing staff

Qualifications

Either

- a) Bachelor of Science degree in Nursing/Midwifery from a recognized University or Institution
- b) Post Graduate Diploma in Public Health Nursing from a recognized University or Institution
- c) Registered with the Uganda Nurses and Midwives Council
- d) Must have relevant working experience of at least three (3) years, at senior level in Government or its equivalent from a reputable organization

Or

- a) Advanced Diploma in Public Health from a recognized University or Institution
- b) Bachelor's degree in Nursing/Midwifery from a recognized University or Institution
- c) Registered with the Uganda Nurses and Midwives council
- d) Must have relevant working experience of at least three (3) years, at senior level in Government or its equivalent from a reputable organization

Behavioural Competencies

- a) Results orientation
 - Ready to achieve challenging objectives in spite of obstacles and road blocks

- Ready to seize new challenges and opportunities to set and achieve results
 - Integrates sustainability into work processes by setting actions that encompass building coalitions, capacity, support
- b) **Leadership**
- Resolves Team conflict and tries to create an atmosphere that encourages collaboration towards achievement of results
 - Makes sure that the practical needs of the team are met by removing roadblocks and/or obtaining the needed personnel, resources information among others.
 - Sets and articulates a clear direction for the team and inspires confidence in the team
- c) **Concern for quality**
- Recommends and implements changes to procedures in order to achieve performance targets and meet expectations
 - Uses initiative to define quality criteria/standards for the performance of own, or others work where none exists or where there is a variety of inconsistent standards
- d) **Judgment, decision making and problem solving**
- Easily and quickly identifies causes and recommends the most workable course of action within good time
 - Takes a leading role in arriving at a decision
 - Takes follow up action to ensure that the decision made is implemented

Technical Competencies

- a) Planning, organizing and coordinating
- Plans allocation of staff, funds, tools and facilities
 - Develops and implements work plans for complex projects
 - Demonstrates a strong understanding of the relationships among various components of programs and organizes them to use resources most effectively
 - Builds capacity through coaching, counseling, rewards, reinforcement of positive behavior and effective design of planning systems
- b) **Financial management**
- Is able to identify and lobby key stakeholders
 - Is able to fit the organizational/departmental budget into the macro economic framework
 - Is able to establish a link between provision of financial resources and other resources
- c) **Managing employee performance**
- Identifies competencies required of each job function for the achievement of those goals and is able to communicate that understanding to others
 - Helps an individual clearly establish objectives for their job function and clarifies their job responsibilities and measures of success
 - Helps staff establish methods for self-assessment and performance improvement
- d) **Coaching and mentoring**
- Arranges increasingly complex learning opportunities or experiences for the purpose of fostering the learning in order to make the individual independent
 - Seeks to develop expertise, skills or knowledge in the individual being coached to the point that the coach is no longer needed as a resource

Assistant Nursing Officer

Job Title: Assistant Nursing Officer

Salary Scale: U5

Reports to: Nursing Officer

Directly Supervises: Senior Enrolled Nurses and Enrolled Nurses

Purpose of the Job

To provide quality nursing and midwifery services in health facility and community.

Key results areas

- a) Delivery of quality nursing and midwifery services
- b) Implementation of nursing and midwifery protocols
- c) Performance management of Enrolled Nurses
- d) Coaching and mentoring
- e) Management and accountability of available equipment, supplies and drugs

Key duties and responsibilities

The key duties and responsibilities of the Assistant Nursing Officer will be to

- a) Provide quality nursing and midwifery services
- b) Prepare and submit reports
- c) Allocate and supervise duties of Enrolled Nurses
- d) Coach and mentor Enrolled Nurses
- e) Participate in research activities for evidence based practice
- f) Implement nursing protocols
- g) Manage performance of Enrolled Nurses
- h) Account for supplies and drugs
- i) Conduct PHC and health education
- j) Strictly adhere to code of conduct and ethics

Qualifications

- a) A diploma in Midwifery/ Nursing/ Psychiatric Nursing or Comprehensive Nursing
- b) Must be registered with the UNMC and hold a valid practising licence

Behavioural competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability
- b) **Ethics and integrity**
 - Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
 - Voluntarily modifies behaviour in order to hold to ethical standards
 - Observes the cardinal principles and code of conduct of the Public Service

c) **Public relations and customer care**

- Takes care to avoid behaviour that may portray a negative image of the organization
- Follows up customer inquiries, requests and complaints and keeps customer updated about progress
- Ensures courteous and professional service
- Provides helpful information to clients
- Sees oneself as a representative of the organization and acts in a way that promotes the organization

d) **Accountability**

- Accepts personal responsibility for own actions and inactions
- Uses public resources for the purpose for which they are voted and appropriated
- Provides required information on the use of resources provided
- Promptly accounts for any financial and other resources

e) **Results orientation**

- Demonstrates enthusiasm in accomplishing tasks and achieving goals
- Readily accepts responsibility and expresses enthusiasm about reaching goals
- Able to prioritize work and makes decisions that are aligned with established objectives
- Works to achieve job objectives and strives to improve results

Technical Competencies

a) **Records and Information Management**

- Collects, creates and receives records
- Identifies, retrieves, circulates and monitors records
- Respects and maintains the nature of records and information entrusted to him/her
- Ensures the security of records entrusted to him/her
- Understands the role of registries

b) **Management of organizational environment**

- Is aware of his/her job and what needs to be done
- Understands the contributions of the job in relation to the mission of the department and organization
- Is able to identify the key stakeholders and the nature of the relationship.

c) **Time management**

- Maintains an organised+ work environment with easy access to necessary resources and files
- Maintains an organised filing system
- Takes specific steps to evaluate how time is used and to eliminate time wastage

d) **Information communication technology (ICT)**

- Uses existing technology to collect, organize, catalogue, classify and disseminate information

Senior Enrolled Nurse

Job Title: Senior Enrolled Nurse

Salary Scale: U6

Reports to : Assistant Nursing Officer

Directly Supervises: Enrolled Nurses

Purpose of the Job:

To provide quality Nursing services to patients/mothers and the community

Key Result Areas

- (a) Delivery of quality nursing services delivered
- (b) Implementation of infection prevention and control measures
- (c) Mentoring of Enrolled Nurses
- (d) Coaching and mentoring of Nurses
- (e) Accountability of available equipment, supplies and drugs

Key Duties and responsibilities

The key duties and responsibilities of a Senior Enrolled Nurse are to

- (a) Provide quality nursing services
- (b) Assess patients and clients
- (c) Provide a therapeutic and comfortable environment.
- (d) Administer treatment as prescribed
- (e) Monitor patients and clients condition, and keep proper records
- (f) Participate in ward rounds
- (g) Receive and register patients and clients
- (h) Enter and manage patient and client data
- (i) Adhere to infection prevention and control guidelines
- (j) Adhere to ethical standards in provision of nursing care
- (k) Participate in primary health care activities

Qualifications

- Must have Enrolled Nursing Certificate or Enrolled comprehensive Nursing certificate from a recognized university/institution
- Current registration with the Uganda Nurses and Midwives Council
- Must have experience of three (3) years at the level of Enrolled Nurse

Behavioural competencies

- a) **Concern for quality and standards**
 - Checks own work and double checks the accuracy of particular information
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability

b) **Ethics and integrity**

- Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
- Voluntarily modifies behaviour in order to hold to ethical standards
- Observes the cardinal principles and code of conduct of the Public Service

c) **Public relations and customer care**

- Takes care to avoid behaviour that may portray a negative image of the organization
- Follows up customer inquiries, requests and complaints and keeps customer updated about progress
- Ensures courteous and professional service
- Provides helpful information to clients
- Sees oneself as a representative of the organization and acts in a way that promotes the organization.

d) **Accountability**

- Accepts personal responsibility for own actions and inactions.
- Uses public resources for the purpose for which they are voted and appropriated
- Provides required information on the use of resources provided
- Promptly accounts for any financial and other resources

e) **Results orientation**

- Demonstrates enthusiasm in accomplishing tasks and achieving goals
- Readily accepts responsibility and expresses enthusiasm about reaching goals
- Able to prioritize work and makes decisions that are aligned with established objectives
- Works to achieve job objectives and strives to improve results

Technical Competencies

a) **Records and information management**

- Collects, creates and receives records
- Identifies, retrieves, circulates and monitors records
- Respects and maintains the nature of records and information entrusted to him/her
- Ensures the security of records entrusted to him/her
- Understands the role of registries

b) **Management of organizational environment**

- Is aware of his/her job and what needs to be done
- Understands the contributions of the job in relation to the mission of the department and organization
- Is able to identify the key stakeholders and the nature of the relationship

c) **Time management**

- Maintains an organised+ work environment with easy access to necessary resources and files
- Maintains an organised filing system
- Takes specific steps to evaluate how time is used and to eliminate time wastage

d) **Information communication technology (ICT)**

- Uses existing technology to collect, organize, catalogue, classify and disseminate information

Senior Enrolled Midwife

Job Title: Senior Enrolled Midwife

Salary Scale: U6

Reports to : Assistant Nursing Officer

Directly Supervises: Enrolled Nurses/Midwives/Psychiatrist

Purpose of the Job:

To provide quality midwifery services to patients/mothers and the community

Key result areas

- a) Receiving expectant mothers
- b) Provision of antenatal care services
- c) Provision of midwifery care during labour and puerperium
- d) Collaboration with other staff in provision of maternal and child health services
- e) Implementation of infection prevention and control guidelines
- f) Provision of care for neonates and ensure successful breast feeding
- g) Report writing

Key duties and responsibilities

The key duties and responsibilities of an Enrolled Midwife are to

- (a) To receive expectant mothers, register admissions, births and discharges
- (b) To provide antenatal care services
- (c) To provide midwifery care during labour and puerperium
- (d) To collaborate with other staff in provision of maternal and child health services
- (e) To keep proper medical records
- (f) To implement infection prevention and control guidelines
- (g) To care for neonates and ensure successful breast feeding

Qualifications

- Must have Enrolled Midwifery Certificate from a recognized university/institution.
- Current registration with the Uganda Nurses and Midwives Council
- Must have experience of three (3) years at the level of Enrolled Nurse/Midwife/Psychiatric Nurse

Behavioural competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information.
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability
- b) **Ethics and integrity**
 - Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
 - Voluntarily modifies behaviour in order to hold to ethical standards

- Observes the cardinal principles and code of conduct of the Public Service
- c) **Public relations and customer care**
- Takes care to avoid behaviour that may portray a negative image of the organization
 - Follows up customer inquiries, requests and complaints and keeps customer updated about progress
 - Ensures courteous and professional service
 - Provides helpful information to clients
 - Sees oneself as a representative of the organization and acts in a way that promotes the organization.
- d) **Accountability**
- Accepts personal responsibility for own actions and inactions.
 - Uses public resources for the purpose for which they are voted and appropriated
 - Provides required information on the use of resources provided
 - Promptly accounts for any financial and other resources
- e) **Results orientation**
- Demonstrates enthusiasm in accomplishing tasks and achieving goals
 - Readily accepts responsibility and expresses enthusiasm about reaching goals
 - Able to prioritize work and makes decisions that are aligned with established objectives
 - Works to achieve job objectives and strives to improve results

Technical Competencies

- a) **Records and information management**
- Collects, creates and receives records
 - Identifies, retrieves, circulates and monitors records
 - Respects and maintains the nature of records and information entrusted to him/her
 - Ensures the security of records entrusted to him/her
 - Understands the role of registries
- b) **Management of organizational environment**
- Is aware of his/her job and what needs to be done
 - Understands the contributions of the job in relation to the mission of the department and organization
 - Is able to identify the key stakeholders and the nature of the relationship
- c) **Time management**
- Maintains an organised+ work environment with easy access to necessary resources and files
 - Maintains an organised filing system
 - Takes specific steps to evaluate how time is used and to eliminate time wastage
- d) **Information communication technology (ICT)**
 Uses existing technology to collect, organize, catalogue, classify and disseminate information

Senior Enrolled Psychiatry Nurse

Job Title: Senior Enrolled Psychiatry Nurse

Salary Scale: U6

Reports to : Assistant Nursing Officer

Directly Supervises: Enrolled Psychiatrist Nurse

Purpose of the job

To provide quality psychiatry services to patients/mothers and the community

Key result areas

- (a) Delivery of quality psychiatry services
- (b) Implementation of infection prevention and control measures
- (c) Mentoring of Psychiatric Nurses
- (d) Coaching and mentoring of Nurses
- (e) Accountability of available equipment, supplies and drugs

Key duties and responsibilities

The key duties and responsibilities of Senior Enrolled Psychiatric Nurse are to

- (a) Provide quality Psychiatric services
- (b) Assess patients and clients
- (c) Provide a therapeutic and comfortable environment
- (d) Administer treatment as prescribed
- (e) Monitor patients and clients condition, and keep proper records
- (f) Participate in ward rounds
- (g) Receive and register patients and clients
- (h) Enter and manage patient and client data
- (i) Adhere to infection prevention and control guidelines
- (j) Adhere to ethical standards in provision of nursing care
- (k) Participate in primary health care activities

Qualifications

- Must have Enrolled Psychiatric Nursing Certificate from a recognized university/institution or its equivalent from a recognized Institution
- Current registration with the Uganda Nurses and Midwives Council
- Must have experience of three (3) years at the level of Enrolled Psychiatric Nurse

Behavioural competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability

b) **Ethics and integrity**

- Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
- Voluntarily modifies behaviour in order to hold to ethical standards
- Observes the cardinal principles and code of conduct of the Public Service

c) **Public relations and customer care**

- Takes care to avoid behaviour that may portray a negative image of the organization
- Follows up customer inquiries, requests and complaints and keeps customer updated about progress
- Ensures courteous and professional service
- Provides helpful information to clients
- Sees oneself as a representative of the organization and acts in a way that promotes the organization

d) **Accountability**

- Accepts personal responsibility for own actions and inactions
- Uses public resources for the purpose for which they are voted and appropriated
- Provides required information on the use of resources provided
- Promptly accounts for any financial and other resources

e) **Results orientation**

- Demonstrates enthusiasm in accomplishing tasks and achieving goals.
- Readily accepts responsibility and expresses enthusiasm about reaching goals
- Able to prioritize work and makes decisions that are aligned with established objectives
- Works to achieve job objectives and strives to improve results

Technical Competencies

a) **Records and information management**

- Collects, creates and receives records
- Identifies, retrieves, circulates and monitors records
- Respects and maintains the nature of records and information entrusted to him/her
- Ensures the security of records entrusted to him/her
- Understands the role of registries

b) **Management of organizational environment**

- Is aware of his/her job and what needs to be done
- Understands the contributions of the job in relation to the mission of the department and organization
- Is able to identify the key stakeholders and the nature of the relationship

c) **Time management**

- Maintains an organised +work environment with easy access to necessary resources and files
- Maintains an organised filing system
- Takes specific steps to evaluate how time is used and to eliminate time wastage

d) **Information communication technology (ICT)**

Uses existing technology to collect, organize, catalogue, classify and disseminate information

Enrolled Nurse

Job Title: Enrolled Nurse

Salary Scale: U7

Reports to : Senior Enrolled Nurse

Directly Supervises: Support staff

Purpose of the Job

To carry out day today activities of patient / client care

Key result areas

- a) Delivery of quality nursing services
- b) Implementation of infection prevention and control measures
- c) Coaching and mentoring of Enrolled Midwives and Psychiatric Nurses
- d) Accountability of available equipment, supplies and drugs

Key duties and responsibilities

The duties and responsibilities of an Enrolled Nurse are to

- a) Participate in continuous coverage on wards/units
- a) Administer treatment as prescribed
- b) Carry out nursing procedures
- c) Carry out observations, keep proper records and ensure their safe custody
- d) Participate in ward rounds
- e) Receive and register patients/clients
- f) Prepare patients for meals and participate in serving them
- g) Adhere to aseptic procedures
- h) Adhere to ethical professional conduct
- i) Carry out health education
- j) Participate in primary health care activities

Qualifications

- a) Must have Enrolled Nursing Certificate from a recognized Institution
- b) Must be Enrolled with the UNMC and hold a valid practising licence

Behavioural competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability

Ethics and integrity

- Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
- Voluntarily modifies behaviour in order to hold to ethical standards

- Observes the cardinal principles and code of conduct of the Public Service
- b) **Public relations and customer care**
- Takes care to avoid behaviour that may portray a negative image of the organization
 - Follows up customer inquiries, requests and complaints and keeps customer updated about progress
 - Ensures courteous and professional service
 - Provides helpful information to clients
 - Sees oneself as a representative of the organization and acts in a way that promotes the organization
- c) **Accountability**
- Accepts personal responsibility for own actions and inactions
 - Uses public resources for the purpose for which they are voted and appropriated
 - Provides required information on the use of resources provided
 - Promptly accounts for any financial and other resources
- d) **Results orientation**
- Demonstrates enthusiasm in accomplishing tasks and achieving goals
 - Readily accepts responsibility and expresses enthusiasm about reaching goals
 - Able to prioritize work and makes decisions that are aligned with established objectives
 - Works to achieve job objectives and strives to improve results

Technical Competencies

- a) Records and information management
- Collects, creates and receives records
 - Identifies, retrieves, circulates and monitors records
 - Respects and maintains the nature of records and information entrusted to him/her
 - Ensures the security of records entrusted to him/her
 - Understands the role of registries
- b) **Management of organizational environment**
- Is aware of his/her job and what needs to be done
 - Understands the contributions of the job in relation to the mission of the department and organization
 - Is able to identify the key stakeholders and the nature of the relationship
- c) **Time management**
- Maintains an organised+ work environment with easy access to necessary resources and files
 - Maintains an organised filing system
 - Takes specific steps to evaluate how time is used and to eliminate time wastage
- d) **Information communication technology (ICT)**
- Uses existing technology to collect, organize, catalogue, classify and disseminate information

Enrolled Midwife

Job Title: Enrolled Midwife

Salary Scale: U7

Reports to : Senior Enrolled Midwife

Directly Supervises: Support staff

Purpose of the job

To carry out day today activities of patient / client care

Key Result Areas

- a) Delivery of quality midwifery services
- b) Implementation of infection prevention and control measures
- c) Coaching and mentoring of Enrolled Nurses and Psychiatric Nurses
- d) Accountability of available equipment, supplies and drugs

Key duties and responsibilities

The duties and responsibilities of an Enrolled Midwife are to:-

- a) Participate in continuous coverage on wards/units
- b) Administer treatment as prescribed
- c) Carry out midwifery procedures
- d) Carry out observations, keep proper records and ensure their safe custody
- e) Participate in ward rounds
- f) Receive and register patients/clients
- g) Prepare patients for meals and participate in serving them.
- h) Adhere to aseptic procedures
- i) Adhere to ethical professional conduct
- j) Carry out health education
- k) Participate in primary health care activities

Qualifications

- a) Must have Enrolled Midwifery Nursing Certificate from a recognized Institution.
- b) Must be Enrolled with the UNMC and hold a valid practising licence

Behavioural Competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information
 - Follows internal control procedures and ensures own compliance with standards
 - Takes action to improve performance and to ensure success
 - Endeavours to have clear information that relates to roles, performance expectations and tasks and accountability
- b) Ethics and integrity
 - Does not require external monitoring to observe ethical standards but rather monitors own actions for consistency with accepted values and standards
 - Voluntarily modifies behaviour in order to hold to ethical standards

- Observes the cardinal principles and code of conduct of the Public Service
- c) **Public relations and customer care**
- Takes care to avoid behaviour that may portray a negative image of the organization
 - Follows up customer inquiries, requests and complaints and keeps customer updated about progress
 - Ensures courteous and professional service
 - Provides helpful information to clients
 - Sees oneself as a representative of the organization and acts in a way that promotes the organization.
- d) **Accountability**
- Accepts personal responsibility for own actions and inactions
 - Uses public resources for the purpose for which they are voted and appropriated
 - Provides required information on the use of resources provided
 - Promptly accounts for any financial and other resources
- e) Results orientation
- Demonstrates enthusiasm in accomplishing tasks and achieving goals
 - Readily accepts responsibility and expresses enthusiasm about reaching goals
 - Able to prioritize work and makes decisions that are aligned with established objectives
 - Works to achieve job objectives and strives to improve results

Technical Competencies

- a) **Records and information management**
- Collects, creates and receives records
 - Identifies, retrieves, circulates and monitors records
 - Respects and maintains the nature of records and information entrusted to him/her
 - Ensures the security of records entrusted to him/her
 - Understands the role of registries
- b) **Management of organizational environment**
- Is aware of his/her job and what needs to be done
 - Understands the contributions of the job in relation to the mission of the department and organization
 - Is able to identify the key stakeholders and the nature of the relationship.
- c) **Time management**
- Maintains an organised+ work environment with easy access to necessary resources and files
 - Maintains an organised filing system
 - Takes specific steps to evaluate how time is used and to eliminate time wastage
- d) **Information communication technology (ICT)**
 Uses existing technology to collect, organize, catalogue, classify and disseminate information

Enrolled Psychiatric Nurse

Job Title: Enrolled Psychiatric Nurse

Salary Scale: U7

Reports to : Senior Enrolled Psychiatric Nurse

Directly Supervises: Support staff

Purpose of the Job:

To carry out day today activities of patient / client care

Key Result Areas

- a) Delivery of quality psychiatry nursing services
- b) Implementation of infection prevention and control measures
- c) Coaching and mentoring Enrolled Nurses and Enrolled Midwives
- d) Accountability of available equipment, supplies and drugs

Key Duties and Responsibilities

The duties and responsibilities of an Enrolled Psychiatric Nurse are to:-

- a) Participate in continuous coverage of wards/units
- b) Administer treatment as prescribed
- c) Carry out psychiatry procedures
- d) Carry out observations, keep proper records and ensure their safe custody.
- e) Participate in ward rounds
- f) Receive and register clients
- g) Prepare patients for meals and participate in serving them.
- h) Adhere to aseptic procedures
- i) Adhere to ethical professional conduct
- j) Carry out health education
- k) Participate in primary health care activities

Qualifications

- a) Must have Enrolled Psychiatry Nursing Certificate from a recognized Institution.
- b) Must be enrolled with the UNMC and hold a valid practising licence

Behavioural competencies

- a) Concern for quality and standards
 - Checks own work and double checks the accuracy of particular information
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- Understands the role of registries

b) **Management of organizational environment**

- Is aware of his/her job and what needs to be done
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- Is able to identify the key stakeholders and the nature of the relationship.

c) **Time management**

- Maintains an organised+ work environment with easy access to necessary resources and files
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d) **Information communication technology (ICT)**

Uses existing technology to collect, organize, catalogue, classify and disseminate information

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