

MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS (MoJCA)

**TRAINING NEEDS ASSESSMENT (TNA) QUESTIONNAIRE\_2018**

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**Preamble**

Government through Cabinet directed Ministry of Public Service to undertake a study to ascertain training gaps in the Public Service and to develop a tailor-made training programme that will equip Officers with necessary competencies to execute their functions more efficiently and effectively.

This questionnaire has been design to carry out individual Officers training needs as well as the Institutional training gaps. The information obtained will be used to develop the MoJCA Training Plan and forwarded to MoPS for consolidation into national training plan. The Training Plan will be the basis for budgeting and inform future training programmes.

You are therefore requested to critically assess your own training needs as well as the institutional gaps and systematically fill questionnaire below. Your participation and contribution will be most appreciated. A soft copy of the Questionnaire can be accessed from [www.justice.go.ug](http://www.justice.go.ug) A soft copy response will be most preferred.

**Part 1: RESPONDENT'S BACKGROUND INFORMATION**

1. Name.....Gender.....
2. Date of birth.....
3. Designation (Job title).....Department.....
4. Date of 1<sup>st</sup> appointment..... Date of present appointment .....
5. Length of service in MoJCA (years).....
6. Highest level of education (Diploma/Degree/Master/PhD).....
7. List qualifications acquired before joining MoJCA in the table below:

| No | Institution | Qualification/Award | Year |
|----|-------------|---------------------|------|
| 1  |             |                     |      |
| 2  |             |                     |      |
| 3  |             |                     |      |

8. List qualification acquired after joining MoJCA?

| No | Institution | Qualification/Award | Year |
|----|-------------|---------------------|------|
| 1  |             |                     |      |
| 2  |             |                     |      |
| 3  |             |                     |      |
| 4  |             |                     |      |

9. Are you currently undergoing any training course(s)?  Yes  No

10. If your answer to question 9 is “Yes”, name on-going training/courses, the institution and its duration

| Training programme/<br>Course | Duration | From | To | Institution | Award |
|-------------------------------|----------|------|----|-------------|-------|
| 1.                            |          |      |    |             |       |
| 2.                            |          |      |    |             |       |
| 3.                            |          |      |    |             |       |

**Part 2: INDIVIDUAL LEVEL TRAINING NEEDS ANALYSIS**

11. (a) In one sentence, summarize the role or purpose of your job (i.e. of the post you hold) below:

.....  
 .....

(b) Briefly describe the major tasks/duties/responsibilities of your job (i.e. your present schedule of duties or activities)

| Sn  | Key tasks, duties & responsibilities (Key Result Areas) | Knowledge and Skills you posse or require to perform the job effectively |
|-----|---|--|
| 1.  |   |  |
| 2.  |   |  |
| 3.  |   |  |
| 4.  |   |  |
| 5.  |   |  |
| 6.  |   |  |
| 7.  |   |  |
| 8.  |   |  |
| 9.  |   |  |
| 10. |   |  |

12. Of the knowledge and skills in (11) above, which one(s) do you feel you are deficient or less competent in while performing your tasks? (*Please rank them in order of importance to you*).

| Order | Knowledge/skills gap |
|-------|----------------------|
| 1.    |                      |
| 2.    |                      |
| 3.    |                      |
| 4.    |                      |
| 5.    |                      |
| 6.    |                      |
| 7.    |                      |
| 8.    |                      |
| 9.    |                      |
| 10.   |                      |

13. Suggest the training(s) that you would need to improve your performance in view of the gaps identified in 12 above:-

(i) *Immediate training/short term* (not more than 1-year)

| Training required | Proposed duration | Proposed Institution | Expected award | Estimated cost (Tuition) |
|-------------------|-------------------|----------------------|----------------|--------------------------|
| 1.                |                   |                      |                |                          |
| 2.                |                   |                      |                |                          |
| 3.                |                   |                      |                |                          |

(ii) *Short course/medium term* (1-2 years)

| Training required | Proposed duration | Proposed Institution | Expected award | Estimated cost (Tuition) |
|-------------------|-------------------|----------------------|----------------|--------------------------|
| 4.                |                   |                      |                |                          |
| 5.                |                   |                      |                |                          |
| 6.                |                   |                      |                |                          |

(iii) *Long course/long term* (2-5 years)

| Training required | Proposed duration | Proposed Institution | Expected award | Estimated cost (Tuition) |
|-------------------|-------------------|----------------------|----------------|--------------------------|
| 7.                |                   |                      |                |                          |
| 8.                |                   |                      |                |                          |
| 9.                |                   |                      |                |                          |

14. What is your career aspiration/goal?  
 .....  
 .....

15. What training would you need to help you to achieve your aspirations (e.g. coaching, mentoring, on-the-job training and skills acquisition, exchange programmes/attachments, study tour/benchmarking, undergraduate study, postgraduate studies, management training, leadership training, etc)?

| Individual staff training/development needs |    |
|---|----|
| 1.  | 1. |
| 2.  | 2. |
| 3.  | 3. |
| 4.  | 4. |
| 5.  | 5. |

16. (a) What are the major challenges/constraints or problems that you find in executing your duties? Suggest strategies or ways to overcome them.

| Challenge/Constraints/Problems | How it affects your performance | Proposed strategy(ies) or what do you need to overcome them |
|--------------------------------|---------------------------------|---|
| 1.                             |                                 |   |
| 2.                             |                                 |   |
| 3.                             |                                 |   |
| 4.                             |                                 |   |
| 5.                             |                                 |   |

(b) Of the challenges/constraints cited above, how do you normally overcome those you have ever encountered at work place?

| Challenge/Constraints/Problems encountered | How and strategies used to overcome |
|--|-------------------------------------|
| 1.   |                                     |
| 2.   |                                     |
| 3.   |                                     |
| 4.   |                                     |
| 5.   |                                     |

17. Do you think your co-worker(s) in your Department/Division/Section or Unit and others give you all the required support in performing your duties?

18. If “No”, what training or staff development area(s) would you recommend for your colleagues in order to improve on the overall performance of the Ministry, Department/ Division/Section or Unit?

| <b>Recommended training</b> | <b>Recommended staff development<br/>(non-formal training programmes)</b> |
|-----------------------------|---|
| 1.                          | 1.  |
| 2.                          | 2.  |
| 3.                          | 3.  |

19. In your opinion, are there skills/performance gaps that you have identified from the category (ies) of staff in 18 above that directly or indirectly affect your performance? If “Yes”, identify the gaps and suggest the required training to address the gap(s)

| <b>Category of staff</b> | <b>Gaps</b> | <b>Proposed training to address the gap</b> |
|--------------------------|-------------|---|
| 1.                       |             |   |
| 2.                       |             |   |
| 3.                       |             |   |
| 4.                       |             |   |
| 5.                       |             |   |

20. In performing your roles or duties and responsibilities; what other external Institutions/ Organizations, Agencies/Bodies, Forums or persons do you interact with? and for what purpose?

| <b>Institution/Organization,<br/>Agency/Body, Forum or People</b> | <b>Frequency<br/>(weekly,<br/>monthly, etc)</b> | <b>Purpose of interaction</b> |
|---|---|-------------------------------|
| 1.  |   |                               |
| 2.  |   |                               |
| 3.  |   |                               |
| 4.  |   |                               |
| 5.  |   |                               |

**Part 3: DIRECTORATE/DEPARTMENT/DIVISION LEVEL TRAINING NEEDS**

Directorate/Department/Division .....

21. What are the key functions and outputs of your Directorate or Department?

| <b>Key functions/deliverables</b> | <b>Knowledge and skills required to effectively perform</b> | <b>Present strengths</b> | <b>Critical weaknesses (Knowledge &amp; Skill gaps)</b> | <b>Suggest specific remedies to address the weaknesses/gaps</b> |
|-----------------------------------|---|--------------------------|---|---|
| 1.                                |   |                          |   |   |
| 2.                                |   |                          |   |   |
| 3.                                |   |                          |   |   |
| 4.                                |   |                          |   |   |
| 5.                                |   |                          |   |   |
| 6.                                |   |                          |   |   |
| 7.                                |   |                          |   |   |
| 8.                                |   |                          |   |   |
| 9.                                |   |                          |   |   |
| 10.                               |   |                          |   |   |

**Part 4: ORGANIZATIONAL/INSTITUTIONAL LEVEL TRAINING NEEDS**

22. In your opinion or assessment, what are the capacity strengths of MoJCA? List them.

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....

23. In your opinion or assessment, what are the major capacity weaknesses of your MoJCA?

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....

24. How do you think the above weaknesses can be addressed?

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....

**Part 5: FOCUS GROUP DISCUSSION GUIDE**

25. What is your perception on the general performance of MoJCA?

➤ Using Likert scale of 1-10, how would you rate the performance of the MoJCA in terms of:-

- Timeliness of reporting.....
- Quality of reporting.....
- Adherence to rules and procedures (methodology).....
- Meeting set targets and goals.....
- Technical competence.....
- Professional and ethical practice.....
- Leadership and management .....
- Career development.....
- Corporate image.....
- General impact on overall performance .....

26. The mission statement of the MoJCA is “to provide legal advice and legal services as well as supporting the machinery that provides the legal framework for good governance”; and MoJCA has seven (7) strategic objectives indicated below.

From the 7 key strategic objectives of MoJCA, list the key requirements to achieve the objective, actions and minimum standard skills/competencies required to achieve.

| <b>Key Strategic Objective</b>   | <b>Key requirements to achieve the objective</b> | <b>Action required</b> | <b>Skills/competencies required</b> |
|--|--|------------------------|-------------------------------------|
| 1. Developing and providing progressive Constitutional framework to nurture and guide the entrenchment of the rule of law in Uganda                                  |  |                        |                                     |
| 2. Providing legal advice for effective Government operation.  |  |                        |                                     |
| 3. Providing operational services including legislative drafting, civil litigation, administration of estates and regulation of legal profession                     |  |                        |                                     |
| 4. Supporting the development, enactment, gazette and dissemination of legislation and providing policy and political direction to the Uganda Law Reform Commission. |  |                        |                                     |
| 5. Providing services in administration of estates, torts, and   |  |                        |                                     |



|  |  |  |  |
|--|--|--|--|
| contractual breaches by and against Government and, to the legal profession.   |  |  |  |
| 6. Providing overall regulatory authority for the entire legal profession in Uganda under the Advocates Act Cap 267 as amended by the Advocates (Amendment) Act of 2002. |  |  |  |
| 7. Providing political and policy leadership for its allied institutions and the Justice, Law and Order Sector (JLOS).   |  |  |  |

27. There are normally specific performance standards for effective services delivery.

(a) Explain what it takes for MoJCA to meet those standards.

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

(b) Explain to what extent it complies with the International Standards.

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

(c) Mention key achievements in the last 3-years

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

(d) List areas performed unsatisfactorily/badly in the last 3 years e.g. key cases lost, etc.

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....

28. Which areas would think MoJCA should improve to improve excellence and how?

| <b>Area for improvement</b> | <b>What needs to be done</b> |
|-----------------------------|------------------------------|
| 1.                          |                              |
| 2.                          |                              |
| 3.                          |                              |
| 4.                          |                              |
| 5.                          |                              |

29. Give your concluding comments/remarks below:

.....  
.....  
.....  
.....

THANK FOR YOUR TIME AND CONTRIBUTIONS