Dear Cherished Member,

It is an opportune time to appreciate you for your loyalty and commitment to FUE. We are grateful for the love, trust and support you've continuously showed as an FUE member.

This month, FUE had the privilege to pay a courtesy visit to the newly appointed Minister of State for Labour, Employment and Industrial Relations, Hon. Mwesigwa Rukutana to congratulate & welcome him back, and pledge FUE support as a tripartite partner in allegiance to serve the nation as the Employer representative.

We also had the opportunity to present to Parliament the Employers’ positions on the Labour Disputes (Arbitration and Settlement) Amendment Bill 2019 as well as the National Health Insurance Scheme Bill 2019.

It delights me to notify you of the 41st FUE Annual General Meeting of Thursday 19th March 2020 at the FUE Head Office in Kiwanga, Namanve. We look forward to receiving you all as we reflect on 2019 achievements and plans for this year.

To this effect, we want to register our appreciation to members who have already paid their 2020 membership and in the same vein remind the rest to also pay your 2020 subscription fees and continue to enjoy the benefits of being a member. ‘Every Good Employer is a Member of the Federation of Uganda Employers’

Together for Employers!

Douglas Opio
Executive Director, FUE
FUE PRESENTS EMPLOYERS’ VIEWS ON LABOUR DISPUTES (ARBITRATION AND SETTLEMENT) AMENDMENT BILL 2019

While appearing before the Parliament’s committee on Gender, Labour and Social Development on Tuesday 4th February 2020, we presented Employer’s views on the Labour Disputes (Arbitration and Settlement) Amendment bill 2019. The bill seeks to streamline the composition of the Industrial Court to provide for powers of the court, terms of appointment of the Head, the Deputy and other Judges of the court similar to the High Court. The Industrial Court is charged with ensuring labour standards are upheld and provides a platform for settling labour disputes.

FUE was among MPs and Labour Rights Activists at Parliament who called for the establishment of Regional Labour Committees to resolve conflicts amicably in order to fight the case back log at the Industrial Court since some cases don’t necessarily need court intervention.

FUE suggested that the amendment considers setting up Alternative Dispute Resolution (ADR) mechanisms at workplaces to limit a long court process.

The Parliamentary Committee therefore recommended that Workers’ Unions appoint credible workers’ representatives to court to do away with representatives lacking specific qualifications.

Therefore, the proposal to amend the Labour Disputes (Arbitration and Settlement) Act 2006 is a good one and it has come at the right time.

The amendments should comprehensively provide for Alternative Dispute Resolution as a means of resolving labour complaints and disputes.

This means that employers and workers will have to set up Alternative Disputes Resolution (ADR) committees to facilitate this process. The resolution reached in these committees should be recognized by the Industrial Court and should be binding.

ADR is more economical other than waiting for ages for the matter to be heard and concluded by the industrial court. It also allows the parties to come up with a win-win solution to their dispute.
Every Employer yearns to have their employees perform their duties and responsibilities to the best of their ability in their various roles to fulfill the organization goal. In this regard, FUE held a General Sensitization on ‘Performance Management Vis-à-vis Industrial Court awards’ on Thursday 20th February 2020 at the FUE Training Centre in Kiwanga, Namanve. This sensitization targeted HR managers, work supervisors, Payroll managers among others who are always faced with the challenge of measuring and dealing with staff performance.

The essential purpose of this sensitization was to guide participants through the principles of managing the performance cycle at the workplace, to discuss industrial court awards that relate to performance management and to draw lessons and experiences on effectively managing performance in the world of work. FUE facilitators trained the participants on performance management as a technique to measure productivity, since performance follows the individual then team then the entire organization. The importance of having key performance indicators was specified as a pre-requisite to measure output.

In addition, Performance Appraisals of employees was also discussed as a way to assess the contribution of staff to the organization in order to discover and fill the performance gaps that hinder productivity such as skills mismatch, role clarity and culture among other issues. Performance appraisal facilitates supervisors and managers to provide solutions to these gaps by offering training, clarifying individual roles and giving performance feedback. Work culture was also mentioned as one of the major reasons for low or high productivity and so HR practitioners and line managers were advised to review the culture in their workplaces to ensure full potential of workers is realized. A case in point is “serious” work culture increases productivity while a “laissez-faire” work culture reduces productivity.

Participants were also taken through the requirements of the law if one is to terminate employees owing to poor performance. The discussion on ‘Industrial Court Implications’ centered on ensuring that Employers understand the legal procedure and follow due process when terminating employees to avoid being prosecuted. According to the law, before an employee is terminated on grounds of poor performance the employer has to ensure that they have done all to
help the accused employee and have held a fair and equitable hearing similar to a disciplinary hearing. Key Performance Indicators and appraisal forms can be used as evidence in court for poor performance but are not grounds of termination. In other words, legal procedure is an important aspect to consider when terminating employees on the basis of poor performance.

Accordingly, performance management is meant to bring out the best in people in order to increase productivity and grow the organization. It is important for all leaders, managers and Employers to measure each individual’s contribution to the organization. But in cases where the employee has to be terminated on grounds of poor performance, the law must be applied so as to keep the organization from incurring high costs of law suits and in extreme cases bankruptcy and closing shop.

On Wednesday 12th February we represented Employers before the Parliamentary Committee on Gender Labour and Social Development where we presented the Employer’s Position Paper on the National Health Insurance Scheme (NHIS) Bill 2019. The Bill seeks to enact a law which establishes the National Health Insurance Scheme with the aim of achieving universal health coverage for all Ugandans.

This NHIS Bill will be presented on the floor of Parliament for debate when all interest groups present their views on the said Bill.

We thank Employers for their cooperation and contribution during consultations held on the NHIS bill 2019.

**Comments From Participants**

"What an insightful training, it will definitely aid staff performance management processes in my organization and address gaps. I anticipate high productivity in the team going forward.

George Masuba - Programs Manager, Partners for Children Worldwide"

"Managing poor performance, disciplinary hearing and grounds of termination was what I enjoyed most in the discussion because line managers have been misusing it. I hope to apply this knowledge in my workplace to avoid court issues.

Sarah Rachael Akello - Public Engagement Officer, Mbale Clinical Research Institute"

"The discussion on linkage of performance with productivity captured my attention because I realized our performance appraisal tool is more behavioral and needs to be reviewed in order to create a better one that can measure performance effectively.

John Barasa - Head Human Resource and Administration, UVRl-LAVI HIV Vaccine Program"
On Tuesday, February 11, FUE was represented by the policy and Research Department at a Multi-Stakeholder Consultative Meeting organized by the National Council for Higher Education (NCDC) in collaboration with the East African School of Higher Education Studies & Development (EASHESD) and Makerere University which was held at the National Council for Higher Education offices.

The purpose was to exchange ideas and gather information to help create the programme for the project “Pedagogical Leadership for Academic Staff in Higher Education Institutions to enhance Graduate Work Readiness and Transition to Work” (PLASHE-WIL) – a grant-winning project awarded to EASHESD by Makerere University Research and Innovation Fund to implement the fore mentioned project.

Besides the top leadership of NCHE and Makerere University, in attendance were some of the academic staff of EASHESD, representatives of different higher education institutions in Uganda, those from the private sector including FUE, the National Curriculum Development Centre (NCDC) and PhD students from Makerere University.

Subsequent meetings involving more stakeholders will be organized in due course to forge a way forward including the possibility of engaging the private sector for partnerships (with Makerere University) to successfully implement the project (PLASHE-WIL).

FUE Executive Director, Douglas Opio with Mustaphar Fagayo engaging with Linn Tomasdottir and Rune Schanke Eikum in Nairobi, great partnership with Tinkr brewing.
UPCOMING EVENTS

FUE 2020 AGM
Annual General Meeting

Thursday 19th March 2020
8:00am - 1:00pm
FUE Head Office - Kiwanga
Namanve

EMPLOYER DELEGATION TO THE 109TH ILO CONFERENCE - 2020

FUE is in advanced stages of constituting the Employer delegation to the 109th ILO conference, to take place from 25th May to 5th June in Geneva Switzerland. FUE relies on its members in the platinum category to constitute the delegation.