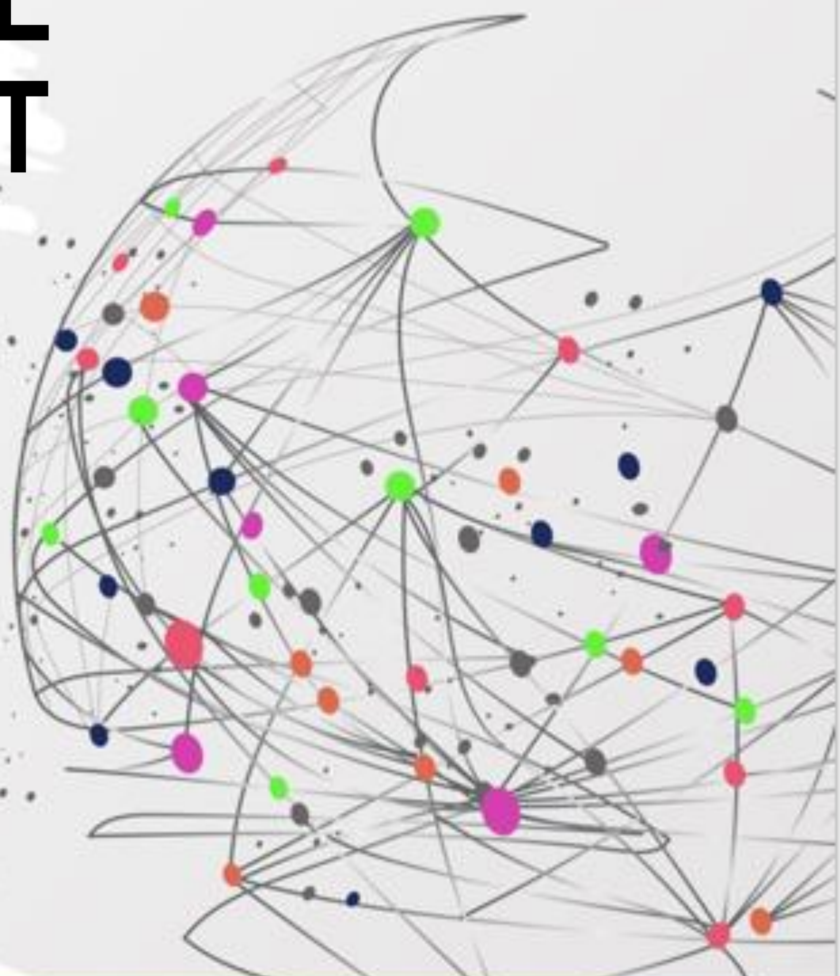
COMMERCIAL DEPARTMENT INDUCTION & TRAINING PROGRAM (Version 1)



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INTRODUCTION

Staff induction training is the process through which employees adjust to their new roles and working environment. It is one of the most important stages in the recruitment process if well executed, but many organizations overlook the value of a carefully planned and organized induction procedure. In fact, it helps the Organization and its new recruits to start off on the right foot and reduces the time needed to settle into their new roles.

"Induction and staff training are not just about transferring knowledge and skills; they are about nurturing potential, empowering individuals, and unlocking their full capabilities." – Unknown

"Tell me and I forget, teach me and I may remember, involve me and I learn."– Benjamin Franklin

At the Fund, the induction training process is handled by the People and Culture Department mainly for the new recruits. For the staff who change roles, different departments take up the induction training and follow-ups. In most cases, it's left to the employee to learn from the job with the support of peers.

This has led to pains and challenges for staff as outlined below.

- Knowledge Gap and limited job skill set.
- Poor quality output.
- Breach of processes and procedures.
- The time lag taken to settle on the job.
- Communication gap.
- Low emotional intelligence and social intelligence.
- Mentoring and coaching gaps.

This has a significant negative impact on the employee's perception of their skills and ability to meet expectations, staff takes long to settle and adjust to their new roles, making unnecessary errors, leading to low staff productivity and job satisfaction.

BENEFITS OF THE INDUCTION PROGRAM

- Better understanding of the Organization culture.
- Faster adaptation to new roles.
- Knowledge and Skills development.
- Increase productivity and efficiency.
- Leadership and Capacity building.
- Improved retention.
- High Emotional Intelligence.
- Reduced errors and disciplinary cases.

It is against this background that we have outlined the key components of the induction and training program for the department, including the structure, content delivery methods, and the benefits of our program, for both new staff and those transitioning to new roles within the commercial department. Finally, a timeline has been provided for each training and induction.

We recommend the adoption of this departmental induction and training program.

GENERAL COMMERCIAL DEPARTMENT INDUCTION

NSSF MISSION

To be a relevant partner to our members through continuous innovation in the provision of social security.

NSSF VISION

To be the Social Security Provider of choice.

NSSF PURPOSE

To make lives better by passionately dedicating ourselves to making saving a way of life, to enable more and more people to improve their wellbeing.

OVERVIEW OF THE DEPARTMENT

1. The structure of the department, the leadership, and reporting lines.
2. Commercial policy and procedures manual.
3. Transfer Policy
4. Transport Policy
5. The Job definition
6. Code Of Conduct
7. Etiquette, dress code and general appearance
8. Communication Standards
9. Department Culture, performance, and reports
    i. BSC
    ii. Work-from-home policy
    iii. Annual leave
    iv. Excellence Awards

10. Partnerships and Stakeholders

AUDIT AND RISK MANAGEMENT

- Data protection policy
- Anti-money laundering
- Occupational Safety and health guidelines
- Business Continuity Management framework
- Fund Insurance policies and Products.

NSSF ACT (AS AMENDED)

- NSSF Mandate.
- Eligibility, membership, and registration.
- Contributions (Standard, Special and Voluntary)
- Benefits.

SECTIONAL INDUCTION PROGRAM

INDUCTION AREAS	TOPIC	SPECIFICATIONS	DURATION	ACTION BY
Managers (Senior Managers, Area Managers, Managers/Supervisors)	Managers' structure and reporting	• Organizational structure and reporting • Managerial overview of respective sections/unit.	1 hour	CCO
	Processes and Policies	• Overview of all Fund policies, processes, and procedures. • Commercial Policy and Procedure Manual. • Performance review process • NSSF Act • HR Manual • Business continuity • Transport policy • Marketing (communication policy, Branding, CSR) • Risk Management Framework	2 hours	
	Tools and Systems Used	• Whistleblower channels • Audit manager system • OctoPAS • ADA • All reporting and analytics tools (e.g. Power BI, Smartsheet)	30 minutes	
Voluntary	Voluntary section structure	• Voluntary section structure and products. • Overview of voluntary contribution and compliance • Voluntary partnerships (Exhibitions/ Expos) • BSCs and Performance reports (Power BI)	1 hour	Senior Manager Voluntary
	Processes and Policies	• Voluntary membership eligibility and target markets • Anti-money laundering policy. • Interest computation and implication. • Registration process. • Clearance certificate process.	2 hours	
	Tools and Systems Used	• Voluntary collections channels • CRM	30 minutes	

Mandatory business	Mandatory Business structure and reporting	• Section structure and reporting • BDU section • Mandatory business model overview.	1 hour	Senior Manager Mandatory Business
	Processes and Policies	• Membership eligibility • Employee and employer registration process. • Employer engagement model, mapping, inspection, roadshows, engagement. • TRN Generation • Employer Compliance • Clearance certificate process. • Outreach model • Alterations • Employer and member Closure process.	2 hours	
	Tools and Systems Used	• Collection channels • CRM • OctoPAS - Alterations	30 minutes	
Compliance	Compliance structure and reporting	• Section structure and reporting • Compliance audit methodology- overview of the whole section and risk profiling.	1 hour	Senior Compliance Manager
	Processes and Policies	• Process flows- work plans • Whistleblower policy • Clearance certificate process. • Legal-Enforcement and debt recovery. • Penalty computation and waiver.	2 hours	
	Tools and Systems Used	• Whistleblower channels • Audit manager system • OctoPAS	30 minutes	
Customer Experience, service quality, Outbounds.	The structure of the section	• CX Structure • Quality Assurance, Out Bound Structure • BSCs and Power BI • General NSSF Products(investments real estate, probono services from the legal team)	2 hours	Customer Experience Manager
	The systems and Apps used	• QMS • PAS • Oceana Avaya • CRM • NSSF Go • WhatsApp • Email Etiquette • SMS (yo-Uganda) • Chat BOT • Sprout • NIRA validation	8hours	

		• Quality evaluation systems		
	NPS	• Definition of NPS • How it is collected • How it is computed	1 hour	
	Branch network and channels	• Number Physical touch points (branches and service centers) • Number of online channels and respective contacts/ handles.	1 hour	
	Knowledge bank and Wiki	• Links • Usage and navigation	1 hour	
	CX standards	• Outbound Call Standard • Email Etiquette • Social Media • CRM • look and feel Standards- Empathy, efficiency, professionalism, and resolution.	1 Day (8 hours)	
	Escalation Procedures	• Examples of Escalations • How Escalations are made	1 hour	
	Benefit types and claims requirements.	• Benefit Types (AB, WB, EG, IB, SB, MTA, PWD) • Respective Requirements	2 hours	
	Trial Balance.	• Meaning of TB (Trial Balance) • How it came about • How it is handled (procedure)	2 hours	
	Service Quality	• Role of Service Quality • How it feeds into Vision 2025	1 hour	
	Outbounds	• Role of Outbound	1 hour	
	Customer experience charter.	• CX charter – Our promise to the Customer.	1 hour	
Business Development Unit (BDU)	Business Development structure and reporting	• Section structure and reporting • BDU section • Mandatory business model overview.	1 hour	DBU Manager
	Processes and Policies	• Employee and employer registration process. • Employer engagement model, mapping, inspection, roadshows, engagement. • TRN Generation • Employer Compliance • Clearance certificate process. • Employer alterations	2 hours	

		• Employer and member Closure process.		
	Tools and Systems Used	• Collection channels • CRM • OctoPAS - Alterations • ADA • URA PAYE Extract Portal	30 minutes	
Business Intelligence Section (BIS)	BIS structure and reporting	• Structure of the section • The role and relevance of BI to the department	1 hour	BIU Manager
	Processes and Policies	BI support to the organization • BSC measurement • Performance tracking	2 hours	
	Tools and Systems Used	• Power BI • Smart Sheet • OctoPAS • CRM • CX Evaluation Tool	30 minutes	
Financial Literacy	Financial Literacy at the Fund	• Structure and reporting • Objectives of FL • FL Initiatives and channels used to deliver FL. • Partnerships and Stakeholder management • Financial Literacy and Behavioral Finance • Strategic thinking • Planning and coordination (Bookings and reporting)	2 hours	Customer Financial Advisor
	• Financial Literacy Training	• Basic understanding of personal financial management • Investment financial options	4 hours	
Benefits	Benefits structure and reporting	• Structure and reporting • BSCs and Power BI	1 hour	Senior Manager – Member Services
	Processes and Policies	• Benefit payment process (requirements, initiation, data cleaning, verification, authorization, transfer, and approval of funds.) • Payment channels • Operational bank and mobile money reconciliation- bounced monies. • Benefits petty cash procedures. • Process improvements • Partnerships i.e. Banks, medical facilities and government agencies. • Benefits TAT • Internal and external correspondences	4 hours	

		• Attending to audit user recommendations • Benefits helpdesk function • Trial Balance procedures. • Statement analysis and interest interpretation		
	Tools and Systems Used	• ADA • CRM • OctoPAS	30 minutes	
E - Collections	E- Collection Structure and reporting	• E-collection structure • E-collections stakeholders (Employer, Bank, and NSSF)	1 hour	
	Processes and Policies	• Evolution of Collection • Partnerships under E-collections • Payment Channels under E-collection • Understanding the Role of banks and MOU • E-collection Process. (Mandatory and Voluntary)	4 hours	
	Tools and Systems Used	• OctoPAS • CRM	30 minutes	
Data Cleaning Management	Data Cleaning Structure and reporting	• Data cleaning Structure		
	Processes and Policies	• Process of Cleaning statements (How and Why) • Handling and Responding to Member queries and member detail updates. • Process improvements. • Running Statements and interpretation. • Interest interpretation and computation. • Member Suspense • Data protection policy • Communication/ Presentation skills		
	Tools and Systems Used	• OctoPAS • CRM • ADA(SSDMS, LL, JDE)		

ROLES	ITEM	SPECIFICATIONS	ACTION BY	DURATION
Managers **(Senior Managers, Area Managers, Managers/Supervisors)**	Leadership Training	• Leadership development and People management • Performance management (Monitoring, enhancing coordination, and facilitation) • Mentoring and coaching • Emotional and social intelligence. • Communication both oral and written. • Stakeholder management. • Budget preparation and monitoring. • Contract management and micro procurement.	/ CCO	
	Systems/ Tools Training	• OctoPAS • Whistleblower • Geo-mapping • CRM • NSSF E-channels • Excel • ADA • All reporting and analytics tools (e.g. Power BI, Smartsheet) • XENTE • Budget tool *Every manager is to select the systems and tools applicable to their role.*	TES/ BI Manager/ CX Manager	
	Shadowing (Next to Nelly/ Bot Aid)	All Managers in new roles to shadow experienced Managers.	Respective Sectional Peer	Two (2) weeks
Business Intelligence Section (BIS)	Tasks of BI Section	• BSC • Approach to daily tasks, and business problems and use analytical skills to solve them.	BIS Manager	
	Database Training	• MIS • Avaya		
	Power BI Reports Training	• Report Navigation • Extract report		

		• Connecting to the databases		
	Systems and tools training	• PAS • Anaconda (PAYE Vs NSSF) • Smartsheet		
	Shadowing (Next to Nelly/ Bot Aid)	All BI Specialists in new roles to shadow experienced Business Intelligence Specialists.	Respective Sectional Peer	
Business Development Unit (BDU)	Communications Standards	• CX standards and charter– Call, Email etiquette, social media, CRM. • Public speaking and Presentation Training (peer to peer)	CX Manager / BDU Manager	
	Systems/ Tools Training	• BSC • OctoPAS (Contributions and Registrations Modules). • Whistleblower • Power BI • Smart sheets • Geo-mapping • CRM • NSSF E-channels • ADA • Excel • Audit Manager	TES/ BDU Manager	
	Shadowing (Next to Nelly/ Bot Aid)	All BDU officers in new roles are to shadow experienced BDU officers.	Respective Sectional Peer	
RMS	Communications Standards	• CX standards and charter– look and feel, Call, Email etiquette, social media, CRM. • Public speaking and Presentation Training (peer-to-peer) • Reports, memo, and letter writing	CX Manager / Area Manager	
	Systems/ Tools Training	• BSC • OctoPAS (Contributions and Registrations Modules • Whistleblower • Power BI • Smart sheets • Geo-mapping • CRM • NSSF E-channels • ADA • Excel • BSC	TES/ BI Manager	
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles shadow experienced RMs.	Respective Sectional Peer	Two (2) weeks

Customer Service Officers (Walk-in and Helpline Officers)	CX Standards and Charter	• CX Charter • CX Look and Feel Standards (Word document). • CRM Standards • Claim Quality Standards • SMS Standards • Outbound Call Standards • Email Standards	Supervisor Service Quality	2 Days (16 hours)
	Systems and Apps Used	• BSC • CRM – How to Capture Tasks, save, and mark complete. How to initiate a case query • OctoPAS-Navigation, claim initiation, Registration, Alteration. • QMS • Oceana Avaya • NSSF GO and website. • WhatsApp, Email. • SMS(Yo-Uganda). • Chat BOT • Sprout (social media) • NIRA validation • Quality evaluation systems. • ADA	Supervisor - Service Quality	1 day (8 hours)
	Knowledge bank and Wiki	• Navigation and Usage	Supervisor Service Quality	30 minutes
	Employee Registration	• OctoPAS Registrations • Online Registrations (NSSF Go APP, USSD)	Supervisor Service Quality	1 hour
	Member Detail Updates	• Name Change Similarity Check Exceptions. • Name Change – (change of just one name/Addition VS Complete change of name). • Change of DOB	Supervisor Service Quality	1 hour
	Member Statements	• How to run a member statement. • Interpretation of Statement. • How to compute interest • Member Statement Updates Procedure/Process • Self-service procedure for Checking balance.	Supervisor Member Services Data Cleaning/ CX supervisor	1 hour
	Benefits Claims	• Claim Types • Claim requirements. • Claim initiation process. • Setting Doctor appointments	Benefits and Data Manager	1 day (8 hours)

		• How to use "General Correspondence"-Attaching Additional Docs. • Tracking the Claim progress. • SB Interviews and Reports • Trial Balance procedure.		
	E-Channels	• Contact Center Toll-Free Helpline number. • Interactive Voice Response - IVR (test/ try it) • Yo-Uganda and Short Message Service + respective Charges • USSD code + respective Charges • Email address • WhatsApp line and Social Media handles • NSSF Go App • NSSF website.	CX Supervisor - Contact Center	1 hour
	CRM	• Usage to create, save and mark tasks complete. • Usage to create a case.	Supervisor Service Quality	1 hour
	Benefits Petty Cash Payments Below 250,000/= and Trial Balance	• Below 250,000/= • Trial balance (categories of Customers under this window, why they are paid trial balance, and procedure of TB) • Accountability and reconciliation	Benefits and Data Manager	1 hour
	Shadowing (Next to Nelly/ Bot Aid)	• All officers in new roles to shadow experienced Customer Service Officers.	Respective Sectional Peer	Two (2) weeks
Service Quality & Outbound Functionality	Out Bound	With CSO experience, or in addition to the above items under CX Officers, below are areas of training for the Outbound role. • **All training under CX Officers** • Outbound Call Handling Standards • All Systems accessed by CSO	Supervisor Service Quality	2 days

	Service Quality	With CSO experience, or in addition to the above items under CX Officers, below are areas of training for the SQO. • **All training under CX Officers** • Outbound Call Handling Standards • CX Evaluation tools • Evaluation of different platforms and how different platforms are evaluated.	Customer Quality Manager	2 days
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles are to shadow experienced Service Quality Officers/ Outbound Officers.	Respective Sectional Peer	Two (2) weeks
Call Center	Oceana	• **All training under CX Officers** • Accessibility to call and email. • Shadowing/dummy call plays (practical). • Shadowing/Dummy email (practical)	Buddy or Interactive Virtual aid.	One week i.e. 5 days
	Social Media Platform	• Access to Sprout and handling platform queries. • Access to WhatsApp and how to respond.	Supervisor Contact Center	1 day (8 hours)
	SMS and USSD	• Access to Yo-Uganda • How to navigate the platform • How to respond	Supervisor Service Quality	1 hour
	VPN	• How to Access and use VPN	Supervisor Contact Center	20 minutes
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles are to shadow experienced Contact center officers.	Respective Sectional Peer	Two (2) weeks
Benefits	Systems training in Verification/Authorization.	• Integrated Systems with OctoPAS I.e IFMIS, Fund Doctors Portal, ADA.	Benefits & Data Manager	3 hours
	Benefits requirements and verification procedure	• End-to-end review of different claim types I.e. EE, EG, SB, IB, and WBs.	Benefits & Data Manager	5 hours
	Interview guide for claim verification	• Interviewing, communication, and analytical skills training.	Benefits & Data Manager	2 hours

	Verification report writing	• Reports/ Memos writing. exceptional approval requests.	Benefits & Data Manager	2 hours
	Operational Reconciliation process	• Analytical skills –PAS Vs Bank reconciliation.	Benefits & Data Manager	2 hours
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles to shadow experienced benefits officers.	Respective Sectional Peer	Two (2) weeks
Suspense Officers	Reconciliation Process	• JDE vs OctoPAS • Relationship between PAS and JDE • Employer Suspense	Suspense Supervisor	2 hours
	Systems used by suspense officers	• JDE • OctoPAS • ADA • CRM • Power BI • Smartsheet	Suspense Supervisor	2 hours
	Suspense Training on processes	• Investigation and verification • ADA training • Data Analytical Skills (Merging, Concatenating, name discrepancies, etc). • Statement interpretation	Suspense Supervisor	2 hours
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles to shadow experienced Suspense officers.	Respective Sectional Peer	Two (2) weeks
E collections		• Schedule validation • TRN generation • Receipting • Bank reconciliation • Employer suspense clearance. • Review of documents of employer queries • Reversals of contributions • Enrollment of payment channels process. • Bank Query resolutions • Stakeholder engagement • External Audit process.	Supervisor MS – E Collections	1week

	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles shadow experienced e-collections officers.	Respective Sectional Peer	Two (2) weeks
Customer Financial Advisor	Financial Literacy Training	• Basic understanding of personal financial management • Investment financial options • Bank of Uganda TOT • Capital Markets Authority Training Insurance training	FL Manager	4 days
	Public speaking	• Audience Management and Delivery skills and personal presentation • Presentation making	FL Manager	1 day (8 hours)
	Systems Tools and Apps Used	• ADA • Memo writing • PowerPoints presentation • Finance Yo benefits system	FL Manager	1 hour
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles shadow experienced Customer Financial Advisors.	Respective Sectional Peer	Two (2) weeks
Data Cleaning	Statement update	• Basic Excel training • Statement interpretation • Analytical skills • Interest computation • System Navigation (OCTOPAS, ADA, CRM)	Statement Cleaning Supervisor	2hours
	Query Resolution and member detail update	• All the above -statement update • Memo writing.	Statement Cleaning Supervisor	2hours
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles shadow experienced Data cleaning officers.	Respective Sectional Peer	Two (2) weeks
Voluntary Business	Voluntary membership	• Eligibility • Target markets • Registration process.	Manager – Voluntary Business	2hours
	Sales Training	• Competitor offering • Investment options • Interest computation and implication. • Negotiation skills • Market Intelligence	Manager – Voluntary Business	2hours

	Voluntary payment channels and systems	• Mobile Money- MM and Airtel • Banks • Direct Pay Online • USSD • OCTOPAS • ADA • CRM	Manager – Voluntary Business	2hours
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles shadow experienced Voluntary RMs.	Respective Sectional Peer	Two (2) weeks
Compliance Auditors	Whistleblower policy/Portal	• WB definitions and complaints resolution procedure. • Different Service levels of a W-Blower • The WB system process flow.	Senior Compliance Auditor	3 hours
	Audit manager (Leopard)	• Evidence/ document collection and compilation • System hands-on • Shadowing (Best buddy)	Senior Compliance Auditor	2hours 2 weeks
	OctPas	• TRN generation • Statement interpretation • System Period adjustment	Senior Compliance Auditor	4 hours 1 hour 30 mins
	Legal Enforcement and debt recovery	• The process flows.	Senior Compliance Auditor	1 hour
	Penalty computation and waiver	• The calculation processes. • Handling of penalty waiver applications	Senior Compliance Auditor	1 hour 45 mins
	Clearance certificate	• Systems hands-on • Qualification criteria	Senior Compliance Auditor	1 hour
	Dormant portfolio	• Portfolio Management (the dormant cycle and activation)	Senior Compliance Auditor	1 hour
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles to shadow experienced Compliance Auditors.	Respective Sectional Peer	Two (2) weeks

Compliance Associates	Financial Literacy and sensitization	• NSSF products and services • Personal Financial Management • Savings and investments • Debt management • Retirement planning	Senior Compliance Auditor	4 hours
	Client engagement	• Communication standards • Negotiation and client approach • Know your customer and profiling	Senior Compliance Auditor	4 hours
	Systems	• OctoPAS - TRN generation • Employer/Employee statement • Running Statement and interpretation • Benefits tracking • Generating and interpreting reports – Power BI. • Hands on Geo-mapping • Data capture (Smartsheets)	Senior Compliance Auditor	4 hours
	Shadowing (Next to Nelly/ Bot Aid)	All officers in new roles to shadow experienced Compliance Associates.	Respective Sectional Peer	Two (2) weeks

RECOMMENDATIONS

- Develop each job's online knowledge bank.
- One month off the BSC for training and learning.
- Attestation to all relevant policies and the training done for accountability.
- Mandatory Quarterly reviews of performance by the immediate supervisor for one year.

Recommended additional training.

- Emotional and social intelligence training (Compliance associates, Customer Service Officers, all field officers, Area managers, supervisors)
- Fundamentals of CFA (Customer Financial Advisors)
- Excel training (Customer Financial Advisors, RMs, Compliance Auditors, and associates)
- Public speaking and presentations (RMs, Compliance Associates)
- Negotiation and sales training
- Continuous Leadership training (Area managers, Supervisors)
- Conflict resolutions (Area managers, supervisors)
- Elementary Tax training (Area Managers, compliance Auditors)
- Project development, business strategy, and Data Analytics training (For BDU RMs)

INDUCTION CHECKLIST

A checklist should ensure that both the new employee and their line manager know what has or has not been covered at any given time.

They both need a copy which should be kept up to date, so they can follow what is happening. It can also act as a reminder of anything that needs particular attention.

While a checklist is helpful, it should not turn the induction into a tick-box exercise. Management and the new employee should be responsible for ensuring all items are properly covered.

Name of Employee: ……………………………………… **………………………………………**	**Job title:** ……………………………………… ………………………………………
Start date: **………………………………………**	**Date induction completed:** **…………………………………………** **New Employee's Signature:** **………………………………………..**

First day	**Tick (✕ or ✓)**	**Carried out by**	**Date**	**Notes**
Welcomed by				
Show new employee where they will be working.				
Introduce them to their line manager, and colleagues, including their 'buddy' and senior managers.				
Show new employee the rest of the section or department, including facilities.				

Introduction to the Department				
First week	**Tick (✗ or ✓)**	**Carried out by**	**Date**	**Notes**
Brief history/Overview of the department.				
Who's who, how it works, and what it contributes to the organization.				
Future Plans and Developments.				
New employee's job				
Explain it fully, how it fits in the organization and work practices.				
Outline expected performance and how it will be assessed.				
Pieces of training				
Possible opportunities for future development.				
First month	Tick (✗ or ✓)	**Carried out by**	**Date**	**Notes**
Towards the end of four weeks, an informal meeting with the line manager to assess how the new starter is adjusting to their role, and whether they have any coaching or training				

needs, or other concerns. Ask the employee for feedback on their induction – what worked well? What could be improved?				
Quarter 1	Tick (✕ or ✓)	**Carried out by**	**Date**	**Notes**
Review with the line manager how the new starter is settling in and performing. This is also an opportunity to pinpoint any development needs, set timescales for achieving them, and adjust work targets if required.				
Quarter 2	Tick (✕ or ✓)	**Carried out by**	**Date**	**Notes**
If the new employee is on probation, then it's decision time – will they stay or go? If they're staying, it's time for the line manager to look at the next six months, any new work objectives, and any experience, coaching, or training needs.				

LIST OF ABBREVIATIONS AND ACRONYMS.

AB	Age Benefit
ADA	Advanced Digital Archive
BSC	Balance Score Card
CFA	Chartered Financial Analyst
CRM	Customer Relationship Management
CSO	Customer Service Officer
CX	Customer Experience
EE	Exempted Employment
EG	Emigration Grant
FL	Financial Literacy
HR	Human Resource
IFMS	Integrated Financial Management System
JDE	JD Edwards EnterpriseOne
MOU	Memorandum of Understanding
MTA	Mid Term Access
NSSF	National Social Security Fund
OB	Outbound
PAS	Pension Administration System
PWD	Persons With Disabilities
QA	Quality Assurance
SQO	Service Quality Officer
QMS	Queue Management System
RM	Relationship Manager
SB	Survivors Benefit
SLA	Service Level Agreements
SMS	Short Message Service
TAT	Turn Around Time
TB	Trial Balance
TES	Technology Enterprise and Solutions
TOT	Trainers Of Trainers
TRN	Transaction Reference Number
USSD	Unstructured Supplementary Service Data
WB	Withdrawal Benefit
BIS	Business Intelligence Section
SRM	Senior Relationship Managers

APPENDIX (LIST OF STANDARDS, PROCEDURES, POLICIES, AND MANUAL)

i. The structure of the department, the leadership, and reporting lines.
ii. Commercial policy and procedures manual.
iii. Transfer Policy
iv. Transport Policy
v. Code Of Conduct
vi. Dress code, Etiquette, and general appearance
vii. Work-from-home policy
viii. Communication Policy
ix. BSC
x. Excellence Awards
xi. Data protection policy
xii. Anti-money laundering
xiii. Risk Management Policy
xiv. Occupational Safety and health guidelines
xv. Business Continuity Management framework
xvi. Business Continuity Management & Disaster Recovery Plan
xvii. Fund Insurance policies and Products
xviii. NSSF ACT
xix. NSSF ACT Amended
xx. Whistle blow policy
xxi. Look and feel standards
xxii. CX charter
xxiii. Email standards
xxiv. CRM standards
xxv. Midterm Claim Form
xxvi. Other Benefits Claim Form

LIST OF COMMITTEE MEMBERS

No	Name of Committee Member	Designation/Title (Representing)
1.	Lawrence H. Tumwebaze	Regional Manager
2.	Olivia Atuheire Vivianah Newbold	Senior Relationship Manager
3.	Javilla Ayebare	Relationship Manager, Business Development
4.	Pearl Owomugisha	Supervisor, Benefits Payments
5.	Anna Maria Sanyu	Customer Financial Advisor, FL
6.	Javan Muhangi	Senior Relationship Manager
7.	Mariam Kakyama Kiram	Relationship Manager, Voluntary
8.	Monica Mondo Muwanse	Supervisor, Member Services, E- Collections
9.	Marilyn Mwesigwa	Area Manager
10.	Alexander H. Opiru	Area Manager, Acacia
11.	Priscilla Mubbala	Compliance Team Lead, Central
12.	Samali Nalwoga Banenye	Service Quality Officer, Customer Experience