



BONDEMALA INVESTMENT - SMC LIMITED

TEL: 0783188549/0751776516

Email: bondemalainvestment@gmail.com/infro@bondemalainvestment.com.

HEAD OFFICE: KAMPALA CAPITAL CITY BRANCH OFFICES: NORTHERN REGION - GULU CITY AND NWOYA DISTRICT.

Date:/...../20.....

OFFICE OF THE DIRECTOR & HUMAN RESOURCES DEPARTMENT BONDEMALA INVESTMENT-SMC LIMITED & AFFILIATED COMPANIES

OFFICIAL INTERVIEW FRAMEWORK & TRANSITION PROGRAM

Company Motto: **"GATHER TO GROW"**

Guiding Principle: We are an equal-opportunity employer that values diversity in religion, nationality, and thought, united under the common goal of disciplined growth and ethical excellence.

1.0 INTERVIEW PHILOSOPHY & PROTOCOL

1.1 The Two-Tiered Authority System

As per the official Delegation of Authority (REF: BOND/DIR/DELEG/2025/[001]), interviews will be conducted by two distinct panels:

Panel 1: **The Director's Office** (Ultra-Sensitive Appointments)

Lead Interviewer: Mr. Peko Wamala Roy, Director, Founder & CEO (Chief Executive Officer).

Focus: Strategic alignment, absolute loyalty, governance, financial integrity, and protection of the core secrets of the company.

Roles Covered: Chief Financial Officer (CFO), Company Secretary, Chief Operating Officer (COO), Chief Internal Auditor, Board Members, PAC (Promotions and Appointments Committee) Members, Executive Assistant to the Director, Head of Security.

Panel 2: **The Operational Office** (Operational & Managerial Appointments)

Lead Interviewer: Mr. Oryem Francis, Chief Operating Officer (COO).

Assisting Interviewer: Human Resource (HR) Manager.

Focus: Operational competence, managerial skill, team leadership, process improvement, and day-to-day execution.

Roles Covered: All Branch Managers, Department Heads, Senior Supervisors, and the HR (Human Resource) Manager.

1.2 Core Qualities for All Candidates

Every individual, regardless of role, will be assessed for:

Integrity and Discipline

- Alignment with the "Gather to Grow" Vision
- Problem-Solving Ability
- Respect for Company Culture and Diversity
- Trustworthiness

2.0 ULTRA-SENSITIVE APPOINTMENT INTERVIEWS

(To be conducted solely by the Director, Mr. Peko Wamala Roy)

2.1 Chief Financial Officer (CFO)

1. Walk me through your process for safeguarding company assets and preventing internal fraud.
2. Describe a time you had to present a difficult financial truth to a founder/CEO (Chief Executive Officer). How did you handle it?
3. Our company operates multiple entities (SACCO (Savings and Credit Cooperative Organization), Retail, Hospitality). What is your strategy for consolidated financial reporting and cash flow management?
4. What, in your view, is the ultimate financial loyalty of a CFO (Chief Financial Officer)?
5. Situational: You discover a significant, unexplained financial discrepancy that involves a senior member of the COO's (Chief Operating Officer) team. What are your immediate steps?

2.2 Company Secretary / Governance Director

1. As the custodian of our corporate secrets, how would you ensure the absolute confidentiality of sensitive board minutes and legal documents?
2. Explain how you would ensure 100% compliance with statutory filings across all our affiliated companies.
3. Describe your understanding of the legal and ethical responsibilities of this role in binding the company to agreements.
4. Situational: The board is divided on a critical strategic vote. What is your role in ensuring proper governance and procedure is followed?

2.3 Chief Operating Officer (COO)

1. As my second-in-command, how would you translate my strategic vision into an executable operational plan for all department heads?
2. Describe your philosophy on leadership and how you would instill discipline and a culture of excellence across diverse operations.
3. How would you handle a situation where you fundamentally disagreed with a strategic decision I made? What is the protocol?

4. Situational: A major operational breakdown occurs at a remote branch. What is your immediate response, and how do you communicate the issue and solution to me?

2.4 Chief Internal Auditor & Compliance Director

1. To whom does the Internal Auditor owe their primary loyalty, and why?
2. How would you plan and execute an audit of the CFO's (Chief Financial Officer) department without creating unnecessary conflict?
3. Describe the most significant control weakness you have ever uncovered and how you presented it to the board.
4. Situational: You find evidence suggesting the COO (Chief Operating Officer) has approved operational expenses that violate company policy. What is your action plan?

2.5 Chief Security Director

1. What is the single greatest security threat to a diversified company like ours, and how would you mitigate it?
2. How do you balance the need for stringent security with the need for a welcoming environment for our guests and staff?
3. Describe your protocol for handling a serious breach of information security.
4. Situational: You receive an anonymous threat against my personal safety. What are your first five actions?

2.6 Personal Executive Assistant

1. How do you define 'absolute discretion'? Give me an example from your past experience.
2. Describe your system for managing my schedule, communications, and priorities to ensure maximum efficiency.
3. You are gatekeeping my time and a very senior board member is insisting on seeing me without an appointment. How do you handle it?
4. Behavioral: Tell me about a time you made a significant mistake. How did you handle it, and what did you learn?

3.0 OPERATIONAL & MANAGERIAL INTERVIEWS

(To be conducted by the COO (Chief Operating Officer), assisted by the HR (Human Resource) Manager)

3.1 Human Resource (HR) Manager (Interviewed by COO & Director)

1. (COO) How would you work with me to design a performance management system that rewards merit and identifies stagnation?
2. (Director) Our motto is 'Gather to Grow'. How would you ensure our hiring practices are truly inclusive and non-discriminatory?
3. (COO) Describe your strategy for handling a complex disciplinary issue with a Department Head.

4. Situational: A departmental manager is consistently promoting staff from one ethnic group, leading to team friction. How do you address this?

3.2 General Managers (GM) (Hospitality, Retail, etc.)

1. How would you handle a situation where two of our guest houses have 30% occupancy while others are at 90%?
2. Describe your strategy for reducing retail inventory costs by 15% without affecting sales.
3. A VIP (Very Important Person) guest complains about service quality. Walk me through your resolution process from start to finish.
4. How do you plan to 'Gather to Grow' within your team? Describe your team-building approach.
5. Behavioral: Give an example of when you had to enforce a difficult company policy you didn't fully agree with.

3.3 Specialist Operational Heads

Mobile Money Operations Head:

1. How would you ensure 99% uptime across 50 mobile money agents in rural areas?
2. Explain your method for detecting and preventing agent fraud.
3. What three metrics would you track daily to assess performance, and why?

Renewable Energy Specialist:

1. What renewable energy solutions would you propose for our timber operations to reduce costs?
2. How would you balance traditional charcoal production with environmental sustainability goals?
3. Describe a time you implemented a cost-saving energy innovation in a previous role.

3.4 Creative Roles (e.g., Graphic Designer)

1. Portfolio Review: Walk us through your portfolio. Select one project and explain your creative process and challenges.
2. Technical: What design software are you most proficient in, and how do you stay updated with new trends?
3. Problem-Solving: We need to create a branding campaign that embodies 'Gather to Grow'. What would be your initial creative approach?
4. Cultural Fit: How do you handle critical feedback on your designs from a non-creative manager?

3.5 Customer-Facing Roles (e.g., Mobile Phone Agent, Retail Staff)

1. Product Knowledge: How would you explain the difference between two similar mobile phone models to a non-tech-savvy customer?
2. Customer Service: A customer returns a faulty item and is very angry. What do you do?
3. Sales & Integrity: What is your approach to upselling without being pushy or dishonest?
4. Problem-Solving: A customer has a phone issue you've never seen before. What are your steps to resolve it?

4.0 STANDARDIZED INTERVIEW FOR NON-MANAGERIAL STAFF

To be used by the COO (Chief Operating Officer) and HR (Human Resource) Manager for all junior/production staff

1. What do you know about Bondemala, and what does our motto 'Gather to Grow' mean to you?
2. Tell us about a time you had a tight deadline. How did you ensure you met it?
3. Describe your ideal work environment. How do you contribute to a positive team?
4. If you saw a coworker doing something unsafe or against company policy, what would you do?
5. How do you handle repetitive tasks while maintaining high quality?
6. Why is trustworthiness important in a workplace?

5.0 THE BONDEMALA LEADERSHIP TRANSITION PROGRAM

Program Name "The Gather to Grow Leadership Bridge"

Objective: To equip newly appointed or promoted managers with the discipline, knowledge, and network to succeed.

Duration: 4 Weeks

5.1 Week 1: Leadership Fundamentals

Morning Session: The Director's Strategic Vision (History, Core Values, Future). Led by the Director.

Afternoon Session: Financial Authority & Fiduciary Duty Workshop. Led by the CFO (Chief Financial Officer).

Assignment: Draft a 90-Day Department Plan with clear KPIs (Key Performance Indicators).

5.2 Week 2: Operational Excellence

Morning Session: KPI (Key Performance Indicator) Development & Management Session. Led by the COO (Chief Operating Officer).

Afternoon Session: Cross-Department Collaboration Workshop. Led by All HODs (Heads of Department).

Tool Issuance: Official Delegation of Authority Matrix.

5.3 Week 3: Compliance & Governance

Full-Day Session: Company Policies & Ethical Code Deep Dive. Led by the Company Secretary.

Certification: Anti-Corruption & Whistleblower Policy. Led by the Internal Auditor.

Training: SACCO (Savings and Credit Cooperative Organization) Operations & Benefits (if applicable).

5.4 Week 4: Final Evaluation & Integration

Presentation:90-Day Department Plans presented to the COO (Chief Operating Officer) and Director.

- One-on-One Mentoring Session with an assigned senior leader.
- Final Assessment Test on Policies & Financial Authority.

5.5 Ongoing Leadership Development

- **Monthly Leadership Roundtables:** Facilitated by the COO (Chief Operating Officer) to discuss challenges and share best practices.
- **Quarterly Performance Reviews:** Structured reviews against the 90-day plan and KPIs (Key Performance Indicators).
- **Annual Strategic Retreat:** All managers attend a retreat led by the Director to align on the year's strategy.

6.0 FINAL DIRECTIVES & REMINDERS

1. **Documentation:** All interview panels must complete a standardized scoring sheet for each candidate, filed by the HR (Human Resource) Manager with a copy sent to the Director's Office.
2. **Veto Power:** The Director retains the right to sit in on any interview and to veto any candidate for any position.
3. **Onboarding:** The HR (Human Resource) Manager must ensure every new hire receives a copy of the company motto, values, and ethical code on their first day.
4. **Continuous Improvement:** This framework is a living document. The Director, COO (Chief Operating Officer), and HR (Human Resource) Manager will review it annually for improvements.

This framework is certified for use across all Bondemala Investment-SMC Limited & Affiliated Companies.

Signature:

Mr. Peko Wamala Roy
DIRECTOR & FOUNDER

Signature:

Mr/Mrs./Ms
CHIEF OPERATING OFFICER (COO)

Date:/...../20.....

