



Institute of People Management of Zimbabwe

# IPMZ HR EXCELLENCE AWARDS

CONGRATULATORY SUPPLEMENT

## HR pros honoured

THE Institute of People Management Zimbabwe (IPMZ) recently hosted the inaugural IPMZ Human Resources Excellence Awards at a colourful ceremony held at Meikles Hotel in Harare.

It was a night of glamour and celebration as the HR professionals came together not just for the awards but to celebrate the profession and encourage better performance in the work place.

Winners included Chido Chisango-Rusike (Schweppes Zimbabwe) who walked away as the HR Manager of the Year, while Israel Murefu of FBC Holdings scooped the HR Director of the Year award.

Econet Wireless received the HR Technology Award. Econet migrated from traditional HR practices to an automated style of practice. The company implemented automated employee and manager self service which empowers staff to manage their individual HR related matters, including an automated help desk where staff log in queries and requests online and introduced e-learning platform- moodle, linkedin learning for staff online training.

Guest of honour Standards Association of Zimbabwe director general Dr Eve Gadzikwa said the awards should be the push for better performance and such recognition through awards helps promote the profession and encourages better performance at the workplace.

"We thus need to see tangible results on the ground to back your award. We are here to celebrate the efficient application of the skill of human resources management. The human element is the single asset that can talk, that has emotions and that requires delicate yet firm hands to handle and we honour men and women who handle this important field and have put best practice and standards," she said.

IPMZ has over the years been instrumental in achieving the Zim-Asset objective of human capital development by not only supporting the human resources function, offering advisory services but by training and equipping HR managers to diligently execute their critical functions.

The use of networking functions like the Annual Convention and the Labour Briefing has helped both the industry and indeed the government in shaping labour legislation. "We applaud the Institute for taking a leading role in the ongoing Labour Act amendments." IPMZ has also been pivotal in helping companies particularly the private sector deal with human resource challenges by offering concise training programmes that are geared towards peaceful conflict resolution and the reduction of legal costs from labour disputes.

"In Zimbabwe particularly, we pride ourselves with one of the highest literacy rates in the world. The world has picked its pace with the advent of globalisation, the internet and so has the market requirements making it challenging for organisations to stay relevant and for them to navigate these changes.

"Strategic placement of suitably qualified individuals and the moulding of winning teams are critical in enabling organisations to move with the flow of change and transform challenges into opportunities. It goes without saying that the human resources function is key in placing the best candidates for each position, in building teams that can contribute to the growth of the economy," Gadzikwa said.

Zimbabwe is at a stage where policies are in place to nurture the rise of the economy and as investors head into the Zimbabwean economy it can undoubtedly be said that while financial capital is required, even more so good human capital management will bring about stability and growth to the economy.

Like money, the value of this profession is in the results that are achieved through its use. One of the less-heralded ways HR adds value to a business is through legal protection from discrimination and wrongful termination lawsuits. HR professionals must be continually up to speed on employee laws and educate company executives and managers. They must also design hiring and promotional systems that promote fairness and equality.

"As society becomes more affluent and pluralistic, employees are having different aspirations towards work and life.



SAZ director general Dr Eve Gadzikwa addressing guests.



IPMZ president Dr Ushendibaba Madume.



spidexmedia 2124

**"Excellence is not a skill. It is an attitude."**

— Ralph Marston

The Board, Management and Staff members of FBC Holdings congratulates Mr Israel Murefu, Divisional Director - FBC Group Human Resources, for winning the **Director of the year award** at the 2016 Institute of People Management of Zimbabwe (IPMZ) Human Resources Excellence Awards.

**We wish you more success in the future.**



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# HR professionals honoured



IPMZ immediate past president Marshall Pemhiwa.



IPMZ business development executive Luckmore Murape.



Management & Staff of Motor Industry Pension Fund congratulates  
Doctor Israel Murefu for being named  
HR Director Of The Year at the IPMZ HR Excellence Awards.

We say Congratulations! Makorokoto! Amhlophe!

77 Central Avenue, Cnr 7th and Central Avenue, Harare.  
Email: rmanhika@motorpension.co.zw  
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**From Z1**  
A family-friendly workplace that can help employees balance their work and family commitments is critically important in fostering a cheerful and dedicated workforce. It also helps build happy families, which are the foundation of social stability and prosperity.  
“We would like to commend IPMZ for coming up with the HR awards and organizing this event to celebrate not only individual achievements but to honor organisations too that have contributed immeasur-

ably to the growth of Human capital. The success of any corporation and indeed any economy is directly hinged on its ability to develop, manage, attract, retain and groom time-relevant, strategic talent. This ability is unique in that it requires an eye that can see today from the future rather than from the past,” she said.  
“It is my hope that they will continue long after this ceremony to ignite in others the hunger to strive for excellence. Congratulations to the winners this year and those who did not

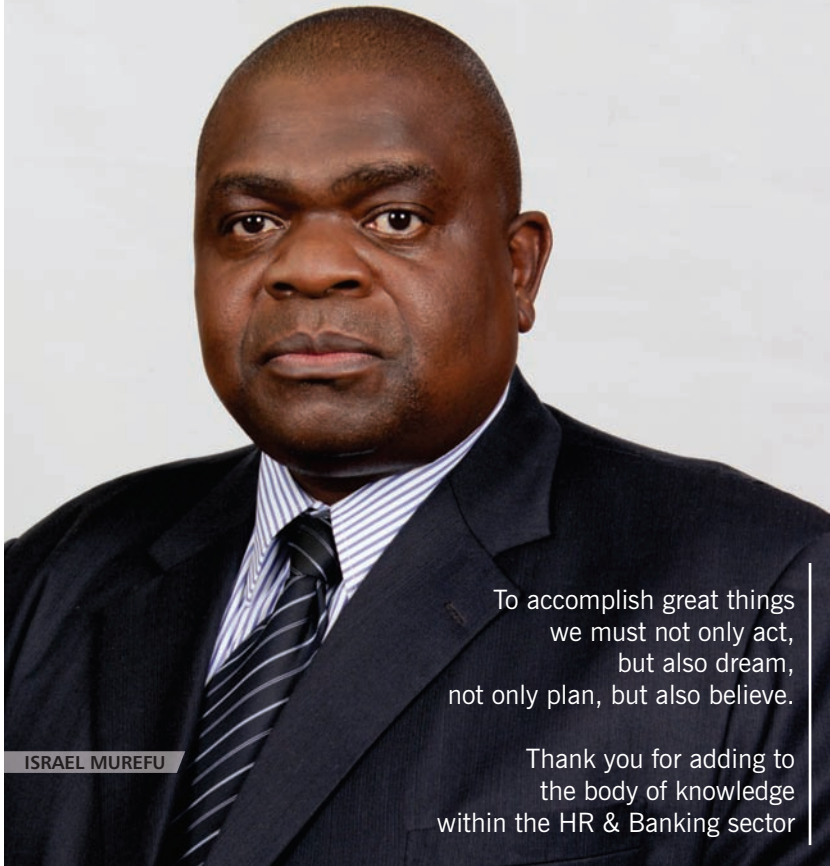
make it this year are next year’s potential winners,” Gadzikwa added.  
Also addressing guests, IPMZ president Dr Ushendibaba Madume said in human capital development, one of the key elements to a productive workforce and a highly effective motivational tool is the public acknowledgment and commendation of employees who will have performed outstandingly throughout the year.  
“Likewise, as the official institute representing the HR



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The Partners and staff of  
DMH – The Law Firm  
Congratulate  
Mr Israel Murefu of FBC Holdings  
for clinching the  
IPMZ HR Excellence Awards  
Director of the year (2016) award.



To accomplish great things  
we must not only act,  
but also dream,  
not only plan, but also believe.  
Thank you for adding to  
the body of knowledge  
within the HR & Banking sector

3rd Floor Club Chambers, 85-87 N.Mandela Avenue, Harare, Zimbabwe  
richard@chess.co.zw www.chess.co.zw

profession in Zimbabwe, we have also developed the culture of celebrating the individuals and organisations that have made outstanding contributions to the progression of our profession, within their organisations and on a wider scale,” Madume said.  
“Going forward as an organisation, we are looking to expand the awards so that they are not just lumped up for the HR profession as a whole but we look forward to breaking them down into discrete, separate, sector-based awards.  
“This is in view and appreciation of the depth and diversity of our profession and its importance across all sectors of the economy.  
“So in the upcoming years it will not just be HR Manager of the Year, but it will be broken down into different industries, construction, telecoms, mining, you name it.  
“So expect something different, something bigger, something better next year



# Murefu scoops HR Director Award

FBC Holdings divisional director — Group Human Resources Israel Murefu scooped the 2017 HR Director of the Year at the 2016 Institute of People Management Zimbabwe (IPMZ) Human Resources (HR) Excellence Awards at Meikles Hotel in Harare.

According to the IPMZ, Murefu achieved the highest level to date of employee productivity earning the highest group and individual employee bonus payout for 2016.

He achieved a 98 per cent retention level of critical staff and introduced an innovative staff housing scheme. Murefu also attained a collective job action free industrial relations environment and successfully leading a training and mentorship programme of 20 graduate trainees and 16 trainee bankers.

Murefu holds a Bachelor of Law (Honours) and MBA Degrees from the University of Zimbabwe as well as a PhD from Atlantic International University. He also

attained a number of professional qualifications including Diplomas in Human Resources Management (IPMZ) and Leadership and Corporate Governance from the African Leadership Institute (ALI).

He is a chartered human resources practitioner (CHRP“G”). Murefu has over 30 years experience as a human resources practitioner with several Zimbabwean and international firms including holding the positions of employee relations manager and human resources manager respectively with two local multinational banks.

He also worked as human resources executive with a large FMCG Company before joining FBC Bank Limited in March, 2000 as head, human resources and was in that position until January, 2005 when he was re-appointed group head, human resources for FBC Holdings. He became divisional director, Group human resources for FBC Holdings in October, 2006.



HR Director of the Year winner Israel Murefu (centre) receiving his award from SAZ director general Eve Gadzikwa and IPMZ president Ushendibaba Madume.



ISRAEL MUREFU

**CONGRATULATIONS**  
on being awarded  
the Inaugural IPMZ HR Director of the year 2016.

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The Employers Confederation of Zimbabwe (EMCOZ), congratulates its Second Vice President, Mr Israel Murefu of FBC Holdings on winning the IPMZ HR Excellence Director Of The Year Award, 2017.



**EMPLOYERS' CONFEDERATION OF ZIMBABWE**

Promoting and protecting the interests of employers in Zimbabwe



Mr Israel Murefu:  
FBC's Human Resources Divisional Director

## Our warmest congratulations!

Performance deserves recognition and Minerva is delighted to congratulate Israel Murefu on winning “**Director of the year**” at the IPMZ’s Human Resources Excellence Awards for 2016.

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IPMZ vice-president ( PR, Research and Education) Precious Nyika announcing the winners.

Human  
resources  
training

THE Institute of People Management of Zimbabwe (IPMZ) is the Institute that represents the human resources profession in Zimbabwe. The Institute promotes professionalism by establishing appropriate qualifications, defining codes of conduct, promoting research, spreading knowledge of human capital development and training management and labour relations, and liaising with relevant authorities in regard to professional human capital policies and practices.

Diplomas

The Institute offers Diplomas in Human Resource Management (HRM), Diploma in Human Resource Development (HRD), and Diploma in Labour Relations (LR) and a Higher Diploma in Human Resource Management with a practical focus. These Diplomas are accredited with the Ministry of Higher and Tertiary Education.

Each Diploma takes approximately 24 months of part-time study including attachment. After successful completion of a series of assignments and three-hour examinations, candidates receive IPMZ diplomas.

Our entry requirements are 5 "O"-Levels and graduates in HR are also encouraged to acquire this professional qualification and exemptions are granted subject to specific applications.

Conferences and workshops

IPMZ also offers workshops and conferences for the purpose of continued Professional Development, to refresh skills and update people on developments in the field of Human Resources.

These include the Annual National Convention, the HR Officers Symposium, Senior HR Executives Forum, Labour Briefing and a host of other breakfast meetings throughout the year. These platforms provide a great networking forum for HR practitioners. All practicing HR professionals are encouraged to join the Institute.

aged to join the Institute.

The 2017 Annual Convention and Exhibition is running from July 26 to 29, 2017.

IPMZ also runs short courses to address HR training needs in different organizations. These include Industrial Relations, Discipline Management, The Contract of Employment, Workers Committee Training and Compensation among others. These courses are run both as public workshops and in-house training.

Benefits of being an IPMZ member

The Institute of People Management of Zimbabwe exists to ensure continuous learning and development of the HR profession. As our motto says, "The Value of Membership is priceless". Among the benefits of being a member are:

1. Professional affiliation and recognition: Most employers recognise the IPMZ Diplomas as a requisite qualification for HR people.
2. Member discounts: On attending premier events like the convention, workshops and other networking forums arranged or endorsed by the Institute.
3. Members benefit by getting the opportunity to learn from experts and share knowledge.
4. Professional networking opportunities: The chance to exchange ideas and knowledge with peers in the industry.
5. Attachment and mentoring: Members get a chance to be mentored by experts in HR thereby expanding their professional development. Attachments are sought from a wide membership database.
6. Personal development through continuous professional development.
7. Strategic partnerships that benefit members: These include the loyalty scheme with key service providers, mentorship programme to groom upcoming HR practitioners etc.



# Belina wins Best Payroll award

ANY manager or business owner worth his salt has a lot to worry about these days: scaling, business development, general employee welfare and on top of all that, a tough business environment in which maximising every effort and every penny is of the utmost importance.

"Time is money" is not as glib a phrase as it has become through over-use: it is a fact. And understanding this fact has fueled Belina Payroll's efforts to develop concrete solutions for local and regional businesses while pushing the envelope at the same time.

Gone are the days when the supervisor had to wait at a building entrance and give a manual head-count as staff enters; lost is the need for roll calls to see who has come to work or sign-in sheets to confirm overtime or leave.

Reducing staff interaction to critical points while improving morale and efficiency is critical! And having someone on your side who can help you solve these challenges is crucial not only to survival in these trying times, but also ultimate success.

Belina is well known for the software it provides, offering quality locally developed payroll and human resources software and time management support.

But a key part of the Belina vision is to supply businesses with what they really need — relevant, practical and value-adding solutions that make the most of what you have and help your bottom-line.

You can still deal with the day to day goal of growing your business while improving efficiency, speed and even empowering your employees.

Buy Local. This is another oft-used phrase laden with meaning and potential. Providing a local solution for a product that has international substitutes and options is not an easy task.

With stiff competition the comparison is very strict and critical. But sometimes you find treasures hiding in plain sight.

Belina provides core efficiency

solutions for business and for more than 21 years, has been evolving to the point of providing complimentary services that ensure that your business succeeds without taking a toll on you, giving everyone less to worry about is very important.

Tailor-Made for Zimbabwe. When anyone speaks of Belina, saying that it is made especially for Zimbabwe is the first thing that should come to mind. It is not only made for but also made by Zimbabweans, with very deliberate consideration of the Zimbabwean market, after all Zimbabwe is a very unique environment.

Who else can understand an economy that uses more than one currency and uses a pseudo-currency all at the same time? Only a Zimbo can.

For more than 21 years, Belina has made it their goal to make sure that you being local is not a liability but an opportunity instead.

You are the focus. How often can people honestly say their service provider puts their needs ahead of most things? Belina is a business that does not only focus on the things that affect their market — but also on what can affect yours. Sometimes changes happen and you don't want to be the last to know; Belina gets you vital information relating to taxes or legislation. Where necessary and possible, updates to our software are put into effect and your worries are thrown out the window.

Creating the Zimbabwe we need. Unlike most other human resource payroll systems, Belina does not hold to the belief that 'one size fits all', or that a solution today is the same solution tomorrow.

Therefore we believe in engaging with clients constantly and even offer training.

The student in university can very easily have it as part of their curriculum.

So if you are interested in human resources or improving efficiency in your organisation why not opt to work with the payroll that works for you and not the other way round?

## Institute of People MANAGEMENT OF ZIMBABWE

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- \*Diploma in Human Resources Development
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- \*Leadership Development
- \*HR for Non - HR Managers
- \*Grooming and Deportment
- \*Industrial Relations for Managers and Supervisors
- \*Workers Committee and works council training
- and many more

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Zimbabwe



IPMZ HUMAN RESOURCES  
EXCELLENCE AWARDS



1st runner-up in Diversity and Inclusion  
2nd runner-up for HR Best Practices



Dr Gadzikwa | PSI Human Resources Team | IPMZ Pr



we BRING our  
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something  
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## Who we are

We are **Population Services International (PSI)**, the world's leading non-profit social marketing organization. We work to make it easier for people in the developing world to be healthy by providing access to products and services that range from mosquito nets to HIV testing.

There are over **9,000 "PSI'ers"** around the world. It is a diverse group of entrepreneurs and professionals with an unusually wide range of backgrounds - from the medical industry to the music business - all with unique skills we bring to the job.

*"We are not your ordinary NGO"*

### We are Professionals

We aspire to be a hard-working, dynamic, ethical, pro-active and reliable organization with high technical competence. We base our strategies on evidence and self-criticism for continuous improvement.

### We develop our own

At PSI, we love seeing our employees move on up in the world. That's why we created **PSI University**, a place that exists to let you skill-up in areas of management, administration, operations, languages, research and ethics at anytime, anywhere.

### We Value our Team

We strive to help all individuals on the PSI team to reach their full potential. We recognize achievements, value each other's opinions and ideas and respect our differences in thought, style, and experience

Here's what we've been up to

# New HR roles

SOME industry commentators call the human resources function the last bastion of bureaucracy. Traditionally, the role of the human resource professional in many organisations has been to serve as the systematising, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organisation as paperwork.

When you consider that the initial HR function, in many companies, comes out of the administration or finance department because of hiring employees, paying employees, and dealing with benefits were the organisation's first HR needs, this is not surprising.

In this role, the HR professional served executive agendas well but was frequently viewed as a road block by much of the rest of the organisation. Some need for this role remains — you would not want every manager putting his own spin on a sexual harassment policy, for example.

Nor can every manager interpret and implement the employee handbook as she chooses. Payroll and benefits need administration, even if they are now electronically handled.

In this role, employees regarded HR as the enemy and going to HR was the kiss of death for your ongoing relationship with your own manager. Employees believed, and were often correct, that the HR function was in place solely to serve management.

Stories shared by readers are hard on HR professionals. They criticize everything from their education to their professionalism to their support for employees. More importantly, they accuse HR professionals of misleading employees, failing to keep employee information confidential, and exhibiting poor practices in areas such as investigations, benefits options, and hiring employees.

### HR needs to transform

If the HR role in your organization is not transforming itself to align with forward-thinking practices, executive leadership must ask HR leaders some tough questions. Today's organisations cannot afford to have an HR department that fails to contribute to lead modern thinking and contribute to enhance company profitability.

In this environment, much of the HR role is transforming. The role of the HR manager, director, or executive must parallel the needs of his or her changing organization. Successful organisations are becoming more adaptive, resilient, quick to change direction and customer-centred.

### Three new HR roles

Within this environment, the HR professional, who is considered necessary by managers and executives, is a strategic partner, an employee sponsor or advocate and a change mentor.

These roles were recommended and discussed in Human Resource Champions, by Dr. Dave Ulrich, one of the best thinkers and writers in the HR field today, and a professor at the University of Michigan.

The HR professionals who understand these roles are leading their organisations in areas such as organisation development, strategic utilisation of employees to serve business goals, and talent management and development.

Let's take a look at each of these roles and their impact on HR functions and practices.

### Strategic partner

In today's organisations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development of and the accomplishment of the organisation-wide business plan and objectives.

The HR business objectives are established to support the attainment of the overall strategic business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute.

This strategic partnership impacts HR services such as the design of work positions; hiring; reward, recognition and strategic pay; performance development and appraisal systems; career and succession planning; and employee development. When HR professionals are aligned with the business, the personnel component of the organisation is thought about as a strategic contributor to business success.

To be successful business partners, the HR staff members have to think like business people, know finance and accounting and be accountable and responsible for cost reductions and the measurement of all HR programmes and processes.

It's not enough to ask for a seat at the executive table; HR people will have to prove they have the business savvy necessary to sit there.

### Employee advocate

As an employee sponsor or advocate, the HR manager plays an integral role in organizational success via his knowledge about and advocacy of people. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing, and happy.

Fostering effective methods of goal setting, communication and empowerment through responsibility, builds employee ownership of the organisation. The HR professional helps establish the organisational culture and climate in which people have the competency, concern, and commitment to serve customers well.

In this role, the HR manager provides overall talent management strategies, employee development opportunities, employee assistance programmes, gain sharing and profit-sharing strategies, organization development interventions, due process approaches employee complaints and problem-solving, and regularly scheduled communication opportunities.

### Change champion

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change.

Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued. Knowing how to link change to the strategic needs of the organisation will minimise employee dissatisfaction and resistance to change.

Organisation development, the overarching discipline for change management strategies, gives the HR professional additional challenges. Consciously helping to create the right organisation culture, monitoring employee satisfaction, and measuring the results of organisation initiatives fall here as well as in the role of employee advocacy.



## 2<sup>ND</sup> POSITION IPMZ DIVERSITY AND INCLUSION AWARD



Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. We believe in the power and potential of every child.

Plan International's recruitment and retention policies and strategies ensure that all our employees are empowered to make decisions and feel included within our team.

We are excited and gladly accept this award. Thank you our partners, children and communities we work in for allowing us to make a lasting impact in Zimbabwe.

### Creating a lasting change for Children.

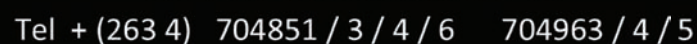
 Plan International Zimbabwe

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— thebalance.com







# IPMZ HR Excellence Awards criterion

Adjudication committee member  
Bernard Gona



### HR Director of the Year

1. An IPMZ member in good standing who has contributed immensely to the profession or through IPMZ.
2. Demonstrates an understanding of strategy and how HR will deliver strategy.
2. Strong HR policies in place.
3. High performance, innovation leading to the success of the overall organisation.
4. Demonstrates strong HR leadership skills.
5. Candidate must show commitment to corporate governance and CSR.

### HR Manager of the Year

1. An IPMZ member in good standing who has contributed immensely to the profession or through IPMZ
2. Leadership: The nominee demonstrates leadership and vision in championing people practices and motivating others to effect positive change, is a role model, and shares their knowledge and experience with others.
3. Organisational Impact/Accomplishments: The nominee frequently champions change in the pursuit of continuous improvement and strategic advantage for the organisation.
4. Commitment to the HR Profession: While serving as an ambassador for the organisation, the nominee is involved in activities that contribute to the HR community and profession as well as being focused on their own professional development and growth.

### Upcoming HR Professional of the Year (below 35 years)

1. An IPMZ member in good standing and of high integrity.
2. Education: The candidate is committed to pursuing HR-related professional education through IPMZ or other professional development means.
3. Contribution in the Workplace: The candidate has made a significant contribution to his/her workplace even at a very early stage of their HR career.
4. Leadership and Personal Traits: The candidate clearly demonstrates accelerated, leadership, ambition, innovation, creativity, drive, determination and energy in all he/she does.
5. Volunteerism and Community Involvement: The candidate actively volunteers with IPMZ or other professional or community associations (Example: events, charities, community programmes, etc).

### Business Category

#### Private Sector Wellness and Leadership Award

1. Clear demonstration of the impact (both qualitative and quantitative) of the wellness strategy and initiatives on the level of health and well-being within the organisation.
2. Measurable outcome against strategic objectives determined at the outset of the initiative.
3. Effort to engage employees in developing the wellness strategy.
4. Delineation of further planning and development for the growth and/or maintenance of the programme and its results.
5. An innovative wellness strategy that addresses an important business issue.
6. A clear narrative that demonstrates why the strategy was implemented and how it is linked to broader business strategy is encouraged for extra marks.

### Diversity Impact Award

1. Clear evidence of a diversity strategy or initiative that has made a significant difference to an organisation's performance, for example in the delivery of customer service, employee engagement, retention, innovation or impact on leadership.
2. Clear evidence of 'inclusiveness' as part of the organisation's talent strategy to support a diverse range of experience, industry knowledge, skills and capabilities.
3. Effective implementation of inclusive initiative(s) that are embedded into the organisational culture.
4. Evidence that the inclusive initiative promotes the growth and sustainability of the organisation.
5. A clear narrative that demonstrates why the diversity strategy was implemented and how it is linked to broader business strategy.
6. Evidence of the organisation's diversity and inclusion statistics and how these are evaluated.

A narrative on the strategy's implementation, communications and success, (use of metrics, anecdotes, employee/customer feedback and case studies will be encouraged for extra marks).

### People Impact Award

A number of wins for Cimas Medical Aid at the recent IPMZ HR Awards, proves that as a company, we are all about people. Not only the people who work for us, but ultimately the people we serve.

That's why at Cimas we prefer to call it 'People Success' rather than 'Human Resources'.

**HR Awards WINNER**  
Best Medical Aid

As the overall winner for Best Medical Aid, Cimas was recognised for exceptional accessibility, medical facilities and services, including and wide acceptance, scope of cover and provision of relevant health, wellness and nutrition information to members.

**HR Awards Runner Up**  
Business Partner

Granted for consistent partnership with the Institute, this award appreciates Cimas' valuable training partnerships and consistent sponsorships that reveal an unwavering commitment to member support.

**HR Awards Runner Up**  
Wellness Leadership

Acknowledging the impact of the innovative wellness initiative (iGo), this award applauds Cimas' clear results from efforts to engage staff, while addressing the important need for corporate focus on employee health and wellbeing.





# IPMZ HR Excellence Awards criterion

## From Z8

1. People development strategy that demonstrates a clear alignment to the business strategy and supports continuous learning and re-engineering the way the organisation learns together.

2. An HR team who have evolved a comprehensive understanding of their organisation into a learning philosophy which they have embedded into work and can demonstrate how it is lived on a daily basis.

3. Evidence the people development strategy is effectively communicated to the wider organisation.

4. An innovative L&D strategy that addresses an important business issue.

5. Evidence of success, return on investment and how it has strengthened the organisation, through the use of metrics, anecdotes and case studies.

6. A narrative that illustrates how the strategy was implemented and the journey from implementation to success will be encouraged for extra marks.

7. Evidence of genuine top-level commitment to learning and development.

### IPMZ Business Partner Award

1. Demonstrate consistent partnership with the Institute

2. Sponsorships: annual value of sponsorship and consistence

3. Training partnerships- number of employees participated in IPMZ course

4. Membership support-number of members.

### HR Technology Award

1. Clearly understood business and strategic objectives applied to the development of the technology.

2. Evidence of HR's role in the design and engineering of the technology and its deployment

3. A clear understanding of how the technology deployed made a measurable difference to all concerned employees, including leaders, their teams and customers

4. The scale of the challenge, the complexity and size of the project, information, campaign or business issue.

5. Evidence that the use of this technology has improved business efficiency and productivity, generating a return on investment.

6. Genuine innovation considering the organisation's context.

7. Evidence of success, return on investment and how it has strengthened the organisation.

### Vendor's Category (By popular vote )

#### Best Recruitment Agency

1. Does the agency have a website, for candidates and employers?

2. How many people get employed through the agency annually?

3. How many partners or clients the agency has (Clientele base)?

4. What is the lead time for the agent to place a suitable candidate?

5. Does the agency offer competency recruitment courses to its clients and keep it updated in tandem with dynamic technology?

#### Best Medical Aid Company

1. Accessibility to all the major and well equipped hospital (private)

2. Level of shortfalls claimed if any.

3. Scope covered – should cover all medical conditions

4. No verification/authorisation letter required.

5. Medical insurance cover to cover for shortfalls.

6. Educate/inform / offer nutrition, health and wellness programmes to its clients.

#### Best HR Consulting Firm

1. The right price/Overall cost.

2. Results/measurable outcomes.

3. Experience/Expertise/Track record.

4. Flexibility to meet organisational culture/needs.

5. Relevant HR statistics aligned to changing environment.

6. HR capability courses to make HR practitioners' strategic business partners.

#### Best Payroll firm

1. Features beyond payroll processing e.g. paid-time-off, employee self-service.

2. Cost.

3. User friendly/easy to use.

4. Support and frequency of outages(down-time).

5. Use of technology like Biometric or other systems to reduce manual interface with payroll system.

6. Equip clients with knowledge of legislation implications eg taxation issues etc.

## NGO sector

### Adoption of HR Best Practice

1. HR governance models in places that define how business priorities are set, how decisions are made and how communications flow throughout an HR organisation.

2. Implementing flexible HR organisation design.

3. Development of advanced workforce planning capabilities.

4. Measuring both HR operational and business metrics.

### Diversity and Inclusion

1. Pro-active efforts made to recruit diverse workforce.

2. Policies and practices in place to ensure that other HR and employment processes i.e. promotions, grievances, etc. are fair and non-discriminatory.

3. Effective internal communications of all fair employment practices and diversity initiatives.

4. Level of SMT commitment.

## Public sector

### Corporate Government Award

1. Accountability: Identify reporting lines within the organisation including mandatory reporting requirements, content and frequency.

The extent of non-mandatory reporting may also be included.

2. Transparency and openness: What is the relevant legislation establishing the entity? ( for example an Act of Parliament) Check availability and how many employees have copies.

3. Integrity: Is the quality of reporting appropriate to the target audience in relation to financial and performance reporting, development and process of an audit committee and code of conduct for the organisation? Check the presence of an Audit committee of the board and if they review the HR practices.

4. Stewardship: Accurate reporting to indicate awareness of the organisation's stewardship of community resources. Any CSR projects to help the needy.

### People Development Award

1. Initiatives that build capacity of staff. Initiatives could include, but are not limited to, organisational redesign and change, succession planning, talent development, performance management and becoming an employer of choice.

2. The people development programme should demonstrate that it:

- Addresses a recognised need
- Effectively meets its goals and objectives.

- Utilises partnerships to achieve better outcomes.

- Could be beneficial to other parastatals or public departments and agencies.

- Has had a demonstrable impact on the capacity of the organisation's employees.

- Considered long-term sustainability issues.

## EXCELLENCE THROUGH INNOVATION



## Congratulations

TSL Limited extends a hearty congratulations to our very own Group Human Resources Executive, Mr Edwin Nharirire on being named 1st Runner up, Director of the year for the HR Excellence Awards. TSL Limited commends you on your achievement and is proud to have you on our team.





# 2016 IPMZ HR Excellence Award winners

**HR Director of the Year**

- 1. Israel Murefu — FBC Holdings
- 2. Edwin Nharire — TSL Limited
- 3. Hopewell Zinyau — TelOne

**HR Manager of the Year**

- 1. Chido Chisango Rusike — Schweppes
- 2. Oscar Nduwure — TelOne
- 3. Joseph Chitombo — Avenues Clinic

**Upcoming HR Professional**

- 1. Kudakwashe Mangozho — National Foods
- 2. Gareth Chagonda — SmartHR Solutions
- 3. Rumbidzai Zvareva — Simbisa Brands

**Business Awards**

**Wellness Leadership Award**

- 1. Zimplats
- 2. Mimosa
- 3. Cimas Medical Aid Society

**Diversity Impact Award**

- 1. Stanbic Bank Zimbabwe Limited
- 2. Nyaradzo Life Assurance
- 3. FBC Holdings Limited

**People Development Award**

- 1. CBZ Holdings Limited
- 2. National Foods Limited
- 3. Econet Wireless

**HR Technology Award**

- 1. ECONET Wireless
- 2. Old Mutual
- 3. First Mutual Life

**Best Recruitment Agency**

- 1. CV People Africa
- 2. Industrial Psychology Consultants
- 3. Head Hunters International

**Best Medical Aid Company**

- 1. CIMAS Medical Aid Society
- 2. First Mutual Health
- 3. Generation Health

**Best HR Consulting Firm**

- 1. Industrial Psychology Consultants



HR Manager of the Year Chido Chisango-Rusike (centre) receiving her Award from SAZ director general Dr Eve Gadzikwa and IPMZ president Dr Ushendibaba Madume. Rusike initiated and implemented a successful climate and culture survey. She introduced HR Technologies- clocking system, online leave application, automated pay-slips, led migration to total cost successfully, also introduced a commission based incentive scheme for sales staff thus increasing productivity by 7,1 percent despite reducing headcount by 3,5 percent.

- 2. Head Hunters International
- 3. LoriMak Recruitment Consultants

**Best Payroll Firm**

- 1. Belina
- 2. Autopay
- 3. Touchstone

**NGO Sector**

- Adoption of HR Best Practice Award
- 1. Unicef

- 2. World Vision
- 3. PSI

**Diversity and Inclusion Award**

- 1. Oxfam
- 2. PSI
- 3. Plan International

**Corporate Governance Award (Public Sector)**

- 1. POSB

**People Development Award (Public Sector)**

- 1. ZESA
- 2. TelOne
- 3. Ministry Of Higher And Tertiary Education (STEM)

**IPMZ Business Partner of the Year**

- 1. City of Harare
- 2. Rural Electrification Agency
- 3. CIMAS Medical Aid Society

To Z11

Congratulations  
to the ones who  
connect others



THE NEW ERA  
OF CONVERGENCE



We pride ourselves on our unmatched desire to put our customers, and our staff, first in everything we do. It is why we celebrate the recent recognition from the Institute of People Management, congratulating **Mr. Oscar Nduwure** and **Mr. Hopewell Zinyau** on scooping up the 1st Runner-up HR Manager of the Year and 2nd Runner-up HR Director of the Year Awards respectively.

These awards of distinction, together with **TelOne's 1st Runner-up People Development of the Year - Public Sector**, reaffirm our position as the 1st choice for Human Resources Excellence.





# 2016 IPMZ HR Excellence Awards winners

From Z10



Upcoming HR Professional of the Year winner Kudakwashe Mangozho (centre). Mangozho manages the entire HR function for the milling business of National Foods. He achieved a 90 percent score on employee engagement through his initiatives and rigorous talent management initiatives resulting in 95 percent retention of key talent.



Best HR Consulting Firm winners and Best Recruitment Agency first runner up Industrial Psychology Consultants.



People Development Award (Public Sector) first runner-up TelOne.



People Development Award Winners (private sector) CBZ Holdings.



People Development Award winner in the public sector category ZESA Holdings.



IPMZ Business partner of the Year second runner-up Cimas Medical Aid society.



IPMZ Business partner of the Year received by City of Harare.



Jupiter Harare J032-007

## OUR OWN EVERYDAY HERO

We would like to congratulate our very own Kudakwashe Mangozho who won the 'Upcoming HR Professional of the Year' award. Your contribution to National Foods has been relentless and we are all proud of you. Wishing you the very best. May you continue to soar to greater heights.





# Can your business deliver world-class customer service?



HR Technology second runner-up First Mutual Life.

**Benson Mukandiwa**

IN the era of the customer, many brands claim to put their customers at the core of their business. But do they really, is your brand really customer-centric?

Once a brand has been able to acquire a customer, they must do whatever it takes to keep them as a repetitive customer.

Because so many products have become commodities, and because competition has become so fierce globally, companies need a way to set themselves apart from the competition.

The best way to accomplish this is through delivering great and memorable customer service.

Most customers exhibit similar traits and qualities — they are self-absorbed, they expect brands to meet their needs immediately, and to attend to their every need with a smile. Customers do not care about other priorities employees may have. They expect to be the employee's priority and be attended to when they are ready. Premier cus-

tomers service is such an integral part of customer retention and loyalty.

Providing superior customer service is just good business, and may be the only thing that sets your brand apart from the competition.

The lack of appropriate service is one of the most common complaints of all consumers. The simple fact is that most of our service businesses don't serve very well.

Many businesses are renowned for their lack of service, although they are in service providing businesses.

Some examples include airlines that are constantly overbooked and lose luggage, restaurants that employ poorly trained people, and hospitals that employ nurses too overworked to provide attentive service.

The coming of social networks especially the popular Facebook and Twitter it has become easier for customers to spread their dissatisfaction with your service to the rest of the world.

One concerned customer once said "Make me customer angry and chances are I will post a nasty comment about your shoddy service on my Facebook or Twitter account. In a click of a computer mouse the whole world is able to see that post and make comments about it as well. You cannot afford to have that happening, do you?"

United Airlines suffered a massive publicity nightmare this week as a viral video emerged of a doctor being dragged off an overbooked flight. Just days before, Delta Airlines was forced to cancel nearly 3 500 flights over several days, stranding passengers and crew.

"Talk about a brand completely collapsing. For the second time in a few weeks, United Airlines is back in the news due to outrageous customer service. More details in the article, but they forcibly removed a passenger because they were overbooked. The airline offered \$400 and a free hotel and when no one volunteered, the offer was doubled to \$800. When there were still no takers, the airline selected four passengers randomly to leave the flight. The rest is a consumer nightmare" commented a United Airlines concerned client on twitter.

Because these situations are so commonplace, many consumers do not even recognize these lapses in proper service delivery when they happen.

Customer service is one of those often-talked about and promoted issues, but rarely delivered in a consistent fashion. So a few observations this can be a good case study for other companies:

1) Extremely poor response from UA public relations and executives. Almost like they are tone deaf to what is happening in the marketplace. In the current age of viral social media, information becomes viral in a few minutes and I am still amazed at how poor companies are structured to respond to PR emergencies.

2) A better service strategy would have been to keep increasing the offer price at some point if the airlines is offering US\$2 000, US\$3 000, US\$4 000 etc. for someone to volunteer, I am sure there will be a few takers. There is always an optimal bid and ask. Instead they took a multi-billion dollar hit to brand equity.

"Successful brands have one common central focus: customers. It doesn't matter if it's a business, a professional practice, a hospital, or a government agency, success comes to those, and only those, who are obsessed with looking after customers"(Blanchard).

Walls throughout corporate world are plastered with mission, vision, and values statements that state how important customer service is.

It is not enough to talk about customer service; it must be delivered time and time again. Customers everywhere have some common expectations when they are engaged in a purchasing situation.

Consistency is the key to building a repeat customer base that will provide economic benefit to a brand into the future.

Consistency is especially important for brands with more than one location.

Standardization of service has become an expectation of customers. Multisite services likely to be accessed at more than one location present a strong case for standardisation, especially in the quality of products and services delivered.

This is especially true for personal services. For example, the global leading chain of hotels brands have used standardized symbiotic synergies as a major theme in marketing programs to frequent travellers who appreciate consistency away from home.

Some customers may forgive inconsistent service, but most will not.



## A Towering Achievement

Schweppes Zimbabwe Limited would like to congratulate our HR Executive **Mrs Chido Rusike**, on winning the **IPMZ Human Resource Manager of the year 2016** award. We are proud and inspired to witness the fruits of your hard work and determination. We wish you continued success.



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