NRZ Using Sports

as Employee Counselling Tool

Anti-vandalism campaigns bear fruit in Eastern Region

The Eastern Area has recorded a decrease in illegal mining activities along railway lines following various campaigns by the Loss Control and Security branch in the region.

Regional Loss Control and Security Officer Mr Simbarashe Karivhinge said the region's major security concerns were illegal gold mining activities within railway reserve land and theft of copper cables.

The security department partnered with various stakeholders to combat these problems through collaborative campaigns.

The stakeholders included the Zimbabwe Republic Police, Environmental Management Agency, Telone and the Zimbabwe Electricity Supply Authority.

"In the Eastern region, the major security concerns are gold mining activities as well as theft of copper cables.

"In terms of illegal gold mining activities, we visited, together with various stakeholders, communities with a view to share with them what they can actually do in order to prevent or reduce illegal gold mining activities, especially along the Harare-Shamva line because that is where most of the illegal gold mining is being conducted," said Mr Karivhinge.

He said communities in the eastern area were supportive of NRZ security initiatives to protect railway infrastructure.

He said at Muzvezve, members of the community effected a citizen's arrest on people who were found vandalizing NRZ property.

"We have engaged members of the community in various places and they are giving us information in terms of where criminals are actually vandalizing our property.

Vandalised points machines in workshops undergoing repair

"We are working hand-in-hand with members of the community and we are continuously engaging them and we continue to reap the fruits of community policing."

Early this year, the NRZ undertook a joint anti-vandalism campaign in Glendale alongside Zesa, Telone and ZRP to educate the members of the public about the impact of destroying public infrastructure.

Amongst the people who attended the event were chiefs, headmen, and their subjects.

Mr Karivhinge said the NRZ was undertaking a copper harvesting exercise to tackle cases of copper cable theft from its installations.

"Cases of theft of copper components are actually on the decrease because we have started copper harvesting where we are removing all signal and electrical copper cables so that they are kept at safe places.

"We are working with electrical section to replace overhead copper cables with the aluminum which is less vulnerable to thefts," he said.

The NRZ Loss Control and Security branch has also conducted campaigns at rail/road level crossings, having noted an increase in accidents at level crossings, particularly along Chiremba Road and Kuwadzana level crossing.

"We have done awareness campaigns in those areas where we have educated members of the public on what they are supposed to do when they are crossing a railroad level crossing to avoid those kinds of incidences.

"We also educated the public on avoiding putting on head phones and avoid undesignated paths when they are crossing the railway line. Doing sso might result in fatalities such as the one which happened in Mutare where a 19-year-old boy was hit by a train when he failed to hear the train simply because he was putting on headphones."

Concern over NRZ office workers' health as majority exhibit BP

NRZ nurses undertake wellness checks at Zimbabwe Agricultural Show

A wellness campaign undertaken by the medical section has revealed that 80 percent of National Railways of Zimbabwe employees in Harare have high blood pressure, the Nursing Officer (Eastern), Sister Dewa Kondo, said.

The statistics show that most of those who have high blood pressure are aged between 35 years and 50 years.

"As we moved around in our wellness campaign, we did physical checks, blood pressure tests, and sugar level checkups on employees. We discovered that 80% of our employees had high blood pressure," said Sister Kondo.

He attributed the High Blood pressure to lack of physical exercise as the most affected were office workers.

Those found to have normal blood pressure were from sections where there was a lot of manual work including Tracks and Carriage and Wagon Repair.

The wellness checks also included Body Mass Index (BMI) where one's weight is measured against their height.

The purpose of BMI is to determine whether one's body is proportional to their height. If the body is not proportional to the height especially if the BMI is high, one ends up overworking their heart.

Sister Kondo said above normal BMI makes one prone to non-communicable diseases such as hypertension and diabetes.

"Those who are not involved in heavy work are actually gaining a lot of weight and their body mass index was above normal," said Sister Kondo.

He said workers found with abnormal BMI were advised to work on their bodies to reduce risks that come with it.

"We did the wellness campaigns in the whole of Harare and we couldn't do outside Harare because of transport challenges," Sister Kondo said.

The Wellness Campaigns are spearheaded by Wellness Champions, formerly known as Peer Educators.

The first campaign was held at Rugare Clinic.

An NRZ employee is tested for Blood Pressure at Rugare Clinic

Developing a Risk-based Security Culture

BY E MASHAYANYE
Continued from last edition
The development of risk-based security culture hinges on a number of aspects. The ISO 31000 on Risk Management identifies the components of a risk-aware culture. The components are identified from the mnemonic: **LILAC**

Leadership
The tone of risk-based security culture should be set from the corporate level and cascading down to the tactical and operational levels. The vision, corporate strategy and organisational objective should clearly articulate that security is non-negotiable. The leadership should demonstrate a strong resolve and unquenchable desire to reduce leakages within the system. Such resolve should permeate the minds of all staff across the board. Creating a culture of honesty, transparency and firmness is the knack of an effective security culture.

Management, in addition, should develop appropriate and effective internal control systems that enhance the risk-based security culture

The creation of expectations of punishment by management for breach of security controls enhances the proactive approach that protects the organisational interests and its assets. Consistency in the application of punishment be ideally the thrust in the organisation's disciplinary system as is the case.

Let security culture be that environment in which an employee not only understands the importance of protecting organisational assets, but also actively participates

Management, in addition, should develop appropriate and effective internal control systems that enhance the risk-based security culture. Both preventive controls (segregation of duties, system of authorisations and physical safeguards) and detective controls (independent checks, proper documentation and surveillance) should be tailored to safeguard organisational assets. The idea of security culture as an enabler to competitive advantage needs to be sold across the board.

Involvement
Collective participation is the cornerstone in developing an effective risk-based security culture. Let security culture be that environment in which an employee not only understands the importance of protecting organisational assets, but also actively participates in protecting them against all attacks. Employees need to have a buy-in in terms of loss control and its attendant strategies. Gone are the days where some employees from other departments would leave criminals roaming in their midst or them becoming willing connivers in the commission of crime against the National Railways of Zimbabwe with the wrong sentiments that it is the responsibility of Security and Loss Control department.

Staff should embrace the concept of proactivity in the prevention of crime as has been the overarching adage that says 'prevention is better than cure'

Let's right this wrong perception. The involvement of all staff even in conducting security surveys at their workplaces is paramount. Staff should embrace the concept of proactivity in the prevention of crime as has been the overarching adage that says 'prevention is better than cure'. Let crime prevention be the bible of security culture which enhances an organisational growth mind set in NRZ staff. The interagency cooperation in

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The vision, corporate strategy and organisational objective should clearly articulate that security is non-negotiable. The leadership should demonstrate a strong resolve and unquenchable desire to reduce leakages within the system. Such resolve should permeate the minds of all staff across the board. Creating a culture of honesty, transparency and firmness is the knack of an effective security culture. The creation of expectations of punishment by management for breach of security controls enhances the proactive approach that protects the organisational interests and its assets. Consistency in the application of punishment be ideally the thrust in the organisation's disciplinary system as is the case. Management, in addition, should develop appropriate and effective internal control systems that enhance the risk-based security culture. Both preventive controls (segregation of duties, system of authorisations and physical safeguards) and detective controls (independent checks, proper documentation and surveillance) should be tailored to safeguard organisational assets. The idea of security culture as an enabler to competitive advantage needs to be sold across the board.

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Employees need to have a buy-in in terms of loss control and its attendant strategies. Gone are the days where some employees from other departments would leave criminals roaming in their midst or them becoming willing connivers in the commission of crime against the National Railways of Zimbabwe with the wrong sentiments that it is the responsibility of Security and Loss Control department. Let's right this wrong perception.

Let crime prevention be the bible of security culture which enhances an organisational growth mind set in NRZ staff

The involvement of all staff even in conducting security surveys at their workplaces is paramount. Staff should embrace the concept of proactivity in the prevention of crime as has been the overarching adage that says 'prevention is better than cure'. Let crime prevention be the bible of security culture which enhances an organisational growth mind set in NRZ staff. The interagency cooperation in this context needs not be overemphasised. Let's create a synergy with our partners so that we view their security challenges as ours and likewise they take our challenges as theirs. That symbiotic relationship enhances the risk-based security culture.

Learning –Training
As training is about infusing of skills, knowledge and attitudes,

the Training department should therefore take an active role in capacitating employees with the necessary drive to appreciate the significance of asset protection. Employees across the board need to understand security risks that potentially may affect the operations of the organisation and the concomitant impacts.

Training should at all cost assist to develop critical thinking abilities in staff and help them to wear new thinking caps which nurture and nourish security culture

Employees should appreciate the situational crime prevention tools such as increasing the effort of offender through techniques like target hardening, access control, controlling tools and equipment thefts for example through avoiding using copper related components and substituting with aluminium ones. Increasing risk of offenders through enhanced surveillance and lighting system. Reducing rewards through such initiatives as target removal, property identification, disrupting criminal markets and denying benefits by adulterating the potential target. Training should at all cost assist to develop critical thinking abilities in staff and help them to wear new thinking caps which nurture and nourish security culture. Newer technological security systems

that seek to counter sophisticated criminal syndicates need to be put at the disposal of staff so that they have ownership of loss reduction initiatives in the organisation.

Accountability

Absence of automatic blame, appropriate accountability for actions is paramount. There is need to own the premises that we operate from and be able to account for any security misgivings that may eventuate. Echoing the Presidential sentiments yet again 'Nyika inovakwa nevene vayo' and the General Manager's statement that 'we eat what we produce', it is us who make the NRZ move. It's us who are able to know what we own collectively as an organisation. Employees should be alert to any potential security risks so that proactive risk treatments are applied effectively. Role modelling across the board is essential for proper promotion of the security culture. There is need to hold one another accountable for our action. We should do this with the full knowledge that we are doing it for ourselves, our families, the organisation, the nation and posterity lest we be judged harshly for our negligence and ineptitude in not protecting the assets of the organisation.

Communication

Appropriating awareness through choosing effective communication channels.

Establishing a solid security culture requires changing

employees' attitudes from resentment to understanding

There is need to enhance communication systems that assist in changing negative attitudes that some employees may hold in terms of organisational asset protection. Establishing a solid security culture requires changing employees' attitudes from resentment to understanding and ultimately to compliance and cooperation. Jefkins F in his book Public Relations identifies negative attitudes that may impede adoption of new culture namely apathy, ignorance and prejudice. These should be changed to interest, knowledge and sympathy respectively. Staff should be able to change their yesteryear negative attitudes and embrace positive attitudes tailor-made to accelerate the organisation's thrust of calculated growth with a purpose. This therefore calls for crafting of a security policy which will be used as a communication tool to enhance the appreciation of risk-based security culture. The reportage system in terms alerting any misgivings needs to be made simple and non-bureaucratic. In some situations, there is need to conduct a peer review where employees challenge their counterparts who may want to go wayward.

To be continued

About the writer:
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Creating collaborative Project Team environment

with Eng. Clifford Moyo

continued from last edition

Teamwork surely works more efficiently than a single person working alone, for obvious reasons.

• Project teams are set to deliver projects while working within organisational and professional cultures and guidelines

• Good project teams are assembled employing individuals who possess required diverse skills, know-how and expertise

• Collaborative project teams are tipped to accomplish a collective objective more effectively

• Project teams may often establish their own local culture based on the bigger picture guidelines

• A collaborative project team environment fosters alignment with other existing organisational cultures and guidelines, achieves individual and team learning and development while offering optimal contributions to delivery of desired outcomes

• Team agreements, structures, and processes and such are availed and individuals can work together

• Team agreements comprise of a set of behavioural patterns and working norms established by the project team and upheld through individual and project team commitment

• The team agreements have to be cemented at the start of the project and then changed to accommodate new norms and behaviours that necessitate continued working together

• Organisational structures refer to any arrangement of (or relation between) the elements of project work and organisational processes

• The structures may be based on the roles, functions, or authority

• These structures may be seen as being external to the project, tailored to fit the project context, or newly designed to meet a unique project need

• Structures may be formally imposed by an authority figure or project team members may contribute to its design in sync with organisational setups

• Examples of organisational structures that can promote collaboration:

    Stipulation of roles and responsibilities

    Assigning of employees and vendors into project teams

    Formation of formal committees given specific objectives

    Regularly Scheduled Meetings that periodically review a given topic

 Processes:

• Project teams may spell out what (processes) would enable the fruition of tasks and work assignments in a project

• The project teams may, for instance, choose to decompose a process by use of a work breakdown structure, backlog, or task board

• Project teams are driven by the organisational culture involved in the project, the nature of the project, and the environment in which operation occurs. The project teams normally establish their own team cultures but still within the main influences (some of which are mentioned above)

• The teams can even tailor their structure to best meet the project objectives

• By channelling inclusive and collaborative environments then knowledge and expertise become more freely exchanged, thereby enabling better project results

• Clarity on team roles and responsibilities is believed to potentially improve, markedly, the team cultures

• In project teams, some specific tasks may be either delegated to individuals or freely selected by the individuals

Authority, accountability, and responsibility in line with project tasks may also be either delegated or freely chosen ,

Authority: refers to a condition of having the right, within a given context, to make

relevant decisions, establish or improve procedures, apply project resources, expend funds, or give approvals. It is conferred from one entity to another, whether done explicitly or implicitly. (PMBOK GUIDE 7th Edition)

o   Accountability: refers the condition of being answerable for an outcome Accountability is not shared. (PMBOK GUIDE 7th Edition) o Responsibility: refers to the condition of being obligated to do or fulfill something. Responsibility can be shared. (PMBOK GUIDE 7th Edition)

•   In a collaborative project team, it does not matter much who is accountable or responsible (for a specific project task), but the whole team exercises collective ownership of the outcomes of the project

•   The project environment may be enriched in advanced project teams, through combination of different team perspectives

•   Collaborative project teams can be made of internal organisational employees, contract workers, volunteers and/or external third party people

•   A project team may comprise of both short-term specialised workers and some long term players and team members need to encourage each other

•   A team needs to enjoy a culture of respect that should accommodate individual differences and somehow channel the differences toward achieving production while amicably containing any arising conflicts

•   Essentially, a collaborative project team atmosphere should be capped with inclusion of practice standards, ethics, and codes of conduct, some professional guidelines and organisational project frameworks

•   Project teams need to take advantage of provided guides to leverage expected production and avoid possible inter-disciplinary conflicts

•   Shared learning and individual development needs to be maximised, in a collaborative team environment, through encouragement of a very free information and knowledge exchange

•   A true collaborative project team setup should be characterised by a release of every team player to freely contribute and account for themselves to their best in the quest to achieve the expected project deliverables and outcomes for the organisation.

Long Service
40 YEARS
MASIKE S. Signals Administration Clerk G1

35 YEARS
NYAROTA B. Traffic Station Master
PHIRI C.   Traffic   Snr Operating Assistant
CHIPUMHA N.   Traffic Operating Clerk
NCUBE T. Traction & Rolling Stock Carriage & Wagon Attendant
KHUMALO P.   Traffic Yardman
NGWANE A. Tracks Handyman
ZIREVA J. Traction & Rolling Stock Carriage & Wagon Examiner/Repairer
MATE B. Traction & Rolling Stock L Carriage & Wagon Examiner/Repairer

30 YEARS

Announcements

MABHENA M. Traffic Operating Clerk
25 YEARS
MURINGAI M. Marketing Commercial Clerk
MANERA R. Security Services   Security Guard
CHIPANGURA J. Supplies & Stores   Supplies Clerk
TARUVINGA A. Security Services Security Guard
ZONDO S.   Security Services   Security Inspector
DIDA R. Security Services Sergeant Major
MURERI N. Traffic   Traffic Superintended

Retirement
The following employees proceeded on pension during the month of September. we wish them success in their endeavours.

HLOMAYI O. Traction & Rolling Stock Skilled Worker C4
GONO E. Traffic Yard foreman
BERO Z. Marketing Manual Worker B
CHUMA M. Works & Buildings Pump Attendant
ZIREVA J.   Traction & Rolling Stock Carriage & Wagon Examiner/Repairer
MASIKE S. Signals Administration Clerk G1
NTHALA B. Tracks T / T O O L REC
MATE S. Traction & Rolling Stock Carriage & Wagon Examiner/Repairer
NDORO N. Traction & Rolling Stock Handyman G3
JELE S, Tracks Tracks Patrolman
NYONI T. Vehicle Maintenance Motor Mechanic
MUKELA S.   Electrical Storeman
MUGARI I.   Marketing Manual Worker

Welfare using sport as counselling tool

The National Railways of Zimbabwe's Welfare section in the Eastern Region is using sport as a tool for employees to deal with challenges faced at work and at home as part of its counseling strategy, the Employee Counsellor (Eastern) Mr Kudzai Majoni, has said.

In an interview, Mr Majoni said sporting activities were helping employees socialise and discuss work-related issues and solve problems in an informal environment.

The welfare section, as part of its duties, provides counselling to employees and their dependents, facilitates long services awards, and organises sporting activities.

 "We have sports disciplines in all areas, for example at the Zimbabwe Agricultural Show we had drum majorettes and the tug of war team participating and raising the NRZ flag high," he said.

NRZ Eastern Area drum majorettes are largely made up of employees' dependents.

Mr Majoni said the section was grateful for the support they receive from the Regional Manager Eastern Mr Joshua Mhandire.

The Eastern Area Sports Council, which comes under Welfare section, recently resumed sporting activities in the region after a two-year break caused by the Covid-19 pandemic.

A sports gala was organised in June at Raylton Recreation Club in Harare to mark the start of the sporting season.

Sporting activities undertaken in the Eastern Region include soccer, netball, pool, darts, draughts, body building and karate.

NRZ Tug-of-War team in action at a sporting event

The Tug-of-War team poses for a picture after a gruelling contest

Drum majorettes are an integral part of the Welfare section