



FROM THE SECRETARY'S DESK

Zimbabwe

FOURTH EDITION



Mrs. S. Zembe
Secretary, Service Commissions



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Editor's Note – Issue 4, 2025

The First Quarter edition opened the series by situating readers at Head Office, profiling the Chairman, Commissioners and senior management. Through their voices and workstreams, the issue articulated the strategic direction of the Commission and translated the PSC mandate from abstraction into practice. The Second Quarter shifted the lens to the subnational sphere, delineating the work of Provincial and District Coordinators and foregrounding decentralisation and devolution as key enablers of service delivery under the National Development Strategy 1 (NDS1).

In the Third Quarter, the publication shone a spotlight on the Performance Audit and Inspectorate function, underscoring the Commission's quality assurance role and the high ethical and professional standards demanded of the public service. While this edition departed slightly from the original structural format, it retained the publication's core commitment to informing readers on pivotal developments and events that defined the PSC's operational year.

This Fourth Quarter issue serves as the capstone to the series. It consolidates the narrative on the functions and mandate drivers of the PSC by highlighting major institutional milestones and capturing interviews from the Pay and Benefits function, where significant and forward-looking reforms are unfolding as part of the Commission's modernisation agenda.

We close the year on a high note with the development of the PSC Strategic Plan that will guide the Commission to 2030, firmly aligned to the critical pillars of the National Development Strategy 2 (NDS2). As the PSC transitions into this new strategic phase, this issue stands as both a reflection on progress made and a signal of intent, anchored in reform, professionalism and an unwavering commitment to building a future-ready public service.

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The conclusion of the National Development Strategy 1 (NDS1) marked a defining milestone in our national planning cycle. It provided not only a platform for reflection and consolidation, but also a firm springboard into the next development phase. As we transition into NDS2 (2026–2030), our focus is sharpened on sustainable growth, innovation, inclusivity and delivery at scale, principles that will continue to guide the work of the Public Service Commission.

During the year, the Strategic Planning and Programme Management function delivered critical enablers for evidence-based decision-making. The citizen satisfaction survey yielded valuable insights into service delivery performance and public expectations, while the strategic planning workshop held in Bulawayo laid a strong foundation for the 2026 operational plan. These interventions ensured that our priorities remain firmly anchored in citizen needs and aligned with national development imperatives.

In the area of Human Capital Development and Management, significant progress was made in strengthening meritocracy, professionalism and institutional capability. The recruitment of competent and suitably qualified personnel across government departments has reinforced service delivery capacity. At the same time, targeted culture-shaping initiatives, including the review of the Sexual Harassment Policy, implementation of the competency-based framework and rollout of e-Recruitment, enhanced fairness, transparency and efficiency in people management.

On the remuneration and welfare front, the introduction of ePayslip represented a meaningful step in modernising payroll administration and improving employee experience. Beyond administrative reform, the Commission also advanced strategic investment initiatives, notably the Zvishavane Midland Park project, which stands to contribute to local economic development and long-term asset value creation.

The ICT digitalisation and modernisation agenda gathered strong momentum in 2025. Key platforms, including the ePayslip system, Electronic Learning Management System (ELMS), e-Recruitment portal and the redesigned PSC website, were successfully developed and deployed. Implemented through close inter-departmental collaboration, these solutions have enhanced accessibility, operational efficiency and institutional transparency, reinforcing technology as a core enabler of public sector performance.

Laying the Foundations for Structural Reform and 2026 Readiness

A defining feature of 2025 was the deliberate and coordinated focus on **systems, people, structures, culture and agency** as mutually reinforcing pillars of reform. Strengthened systems improved coherence, predictability and accountability; investments in people deepened capability and professionalism; and organisational structures were interrogated to ensure alignment with mandate and evolving service delivery demands.

Equally important was the sustained work on culture and agency, embedding shared values, ethical conduct and a reform-oriented mindset that empowers public officers to act with purpose, discretion and responsibility. This holistic approach has clarified institutional roles, reduced fragmentation and enhanced readiness for change.

Collectively, these efforts paved a clearer and more credible pathway for public sector reform and positioned the Service for the implementation of new organisational structures in 2026. The successful completion of the job evaluation and rationalisation process has provided a sound, evidence-based platform for restructuring, one that balances fiscal sustainability, equity and operational effectiveness. As we move forward, the emphasis will shift from preparation to execution, ensuring that new structures translate into measurable improvements in performance and service delivery.

As we enter the new year, I extend my sincere appreciation to the Chairman, all Commissioners, management and staff for their professionalism, commitment and sense of duty. The foundations laid out in 2025 equip us well for the next phase of reform and delivery. Let us carry forward this momentum with confidence, discipline and a shared commitment to building a high-performing public service that delivers tangible value to the citizens of Zimbabwe.

May the coming year bring renewed energy, new opportunities, and continued progress toward our national aspirations.

***Together, we shape the future.
Merry Christmas and Happy New Year!***

**Mrs. Sibusisiwe Zembe
Secretary, Service Commissions**



The President and Commander in Chief of the Zimbabwe Defense Forces His Excellency Dr. E.D. Mnangagwa delivering his keynote speech at the Ntabazinduna ZPCS Passout Parade in Bulawayo



The President and Commander in Chief of the Zimbabwe Defense Forces His Excellency Dr. E.D. Mnangagwa, Honourable Ministers, ZPCS Commissioners and Senior Government Officials posing for a group photo at the Ntabazinduna ZPCS Passout Parade in Bulawayo

The President and Commander in Chief of the Zimbabwe Defense Forces His Excellency Dr. E.D. Mnangagwa officiated the joint Pass out parade for Recruit Correctional Officers intakes 156 and 157 on the 15th of November 2025 at Ntabazinduna Prisons Training School.

The parade consisted of 1195 recruits of which 807 were male and 388 were women.

In his key note address, His Excellency applauded the officers for being diligent and focused in completing their six months training. He also applauded the trainers for recruiting psychologist and lawyers in the two groups as this propels the effective delivery of the justice system through expert guidance in decision making.

He indicated that ZPCS has introduced non-custodial sentencing to selected inmates to relieve the correctional facilities and increase integration in society. In this regard he commended the inclusion of artisans in the groups who will also help in infrastructure development of correctional facilities.

The Guest of honour urged new recruits to uphold moral uprightness, high level of peace and security in discharging correctional rehabilitation and reintegration duties to inmates.

To conclude his speech, he encouraged the advocacy of drug and substance abuse among young people in societies as drugs and substance abuse are decaying the moral fibre and mobility of the youth. He assured the commitment of the Second Republic in advancing partnerships to modernise the ZPCS.

The Minister of Justice, Legal and Parliamentary affairs Hon Ziyambi Ziyambi applauded the ZPCS for incorporating programs that align with the National Development Agenda which will enable recruits to seamlessly fit in a smart, efficient justice system which is in the process of being established. In attendance was the Minister of State for Provincial Affairs and Devolution Bulawayo Metropolitan Hon J. Ncube represented by Mr Nyoni, Minister of State for Provincial Affairs and Devolution Mat North Hon R. Moyo, Minister of State for Provincial Affairs and Devolution Mat South Hon A. Ngulube, Chairman to Service Commissions Dr. V. Hungwe represented by Commissioner C. Mandela, Acting Secretary to Service Commissions Mr C. Ncube, The Commissioner General for ZPCS Dr M.C.N. Chihobvu and other Senior Government Officials.

The Public Service Commission continues to support the ZPCS in discharging its Constitutional mandate and upholding the international best standards in correctional management through policy formulation and human capital expertise.



The Head for ICTDM, Mr. C. Ncube who was representing the Secretary to Service Commissions and the General Manager for Uniformed Services captured unaware at the Ntabazinduna ZPCS Pass-out Parade in Bulawayo.



Mr. George Makunika
Payroll Officer
Salary Service Bureau - 18
years in Service

“After 18 years in payroll, I truly appreciate progress when I see it,” says George with a smile. “This year’s PSC Client Relationship Management training was outstanding – it refreshed our focus on treating every client as king and gave practical tools for handling challenging interactions. The E-Payslip system is a positive move toward

modernisation; with our office WiFi I can view mine instantly, though many colleagues still struggle with access and miss the WhatsApp method. Clearer guidance would make a big difference.

I continue to call for full digitisation of policies and circulars – some are decades old and hard to find – and urgent replacement of ageing printers, photocopiers and even basic stationery. Despite these challenges, the Salary Services Bureau team remains proud: we pay every civil servant accurately and on time. That reliability is something worth celebrating.”



Ms. Lucy Musindo
Senior Records Officer
Salary Services Bureau (14
years' service)

“Records keep the public service running, and this year the PSC gave us the skills to do it even better,” Lucy says enthusiastically. “The intensive two-week Records Management and Supervisory Course in July was transformative: we mastered modern classification systems, customer care excellence, IRBM principles and ICT applications that now make filing and retrieval faster and more accurate.

The PSC-organised cancer screening day was another highlight – a clear sign that leadership genuinely cares about staff wellbeing.

Many colleagues still struggle with the E-Payslip portal because we never received proper training, and we miss the simplicity of the WhatsApp delivery. I strongly urge that all policies and circulars be routinely distributed via corporate email to every staff member, and that Records sections finally receive basic tools of trade and official recognition.

Yet every month we ensure every civil servant across Zimbabwe is paid correctly and on time. That reliability, together with the excellent training and wellness initiatives we have seen, fills me with genuine pride and optimism for the future.”



Ms. Tabeth Chitsva
Pension Officer
Pensions Management - 25
years in Service

“Twenty-five years in pensions teaches you patience – and how to recognise real improvement,” the officer shares warmly. “The new E-Payslip is brilliant: for the first time we can instantly see retirement projections, leave balances and full breakdowns – it has genuinely simplified financial planning.

Equally valuable was the PSC’s Client Management workshop, which highlighted gaps between our practices and clients’ expectations and reinforced that the client must always come first. Thanks to that training and new systems, we have cleared long-standing backlog this year – a huge relief for pensioners.

What we need next is a secure digital portal for circulars, regulations and vacancy notices (most still reach us only via WhatsApp) plus adequate tools of trade. With continued PSC investment and communication, I am confident we will deliver the transparent, efficient service Zimbabweans deserve.”

Bridging Minds and Mandates: What Students Really Thought of the PSC Lectures at NUST and Solusi Universities



There is something wonderfully Zimbabwean about packing a university hall with bright young minds, throwing big ideas at them — digital governance, artificial intelligence, ethical public service — and then asking them to mark your homework in real time. That is precisely what the Public Service Commission (PSC) did recently at the National University of Science and Technology (NUST) in Bulawayo and at Solusi University in Matabeleland South. Two very different institutions, two rather different lectures, yet remarkably similar verdicts from the students who mattered most: the ones sitting in the seats.

On 17 November 2025 the show hit NUST, the country's premier science and technology university, with the lecture titled "Integrating Digital Governance and AI in Co-Creating a Smart Public Service" drew a tech-savvy crowd hungry for hard facts and future possibilities. A week later, the 25th of November, the PSC travelled to Solusi University, a private Christian university with a century-old reputation for holistic education, the theme shifted to the more human-centred "Forging a Future-Ready Public Servant: Innovation, Competence and Equity in the Digital Age".

One audience leaned towards algorithms and e-recruitment platforms: the other towards character, servant leadership and moral responsibility. Yet when the dust settled and the Google Forms closed, both groups delivered a resounding thumb-up — tempered with the honest, practical feedback only Zimbabwean students can give.

The Numbers Tell a Happy Story

At NUST, 65 respondents (mostly students, with a generous sprinkling of lecturers and staff) completed a live survey. An impressive 80% declared themselves either very satisfied or satisfied with the event, and a further 20% stayed politely neutral, and — remarkably — nobody walked away unhappy. The lecture content scored even higher: 84.6% rated it excellent or good, while 93.8% agreed it gave them genuine new insight into the PSC and how it works. Solusi's numbers, from 29 respondents in total, were smaller but no less enthusiastic. A remarkable 86.2% reported being very satisfied or satisfied, and a perfect 100% judged the content excellent or good — the highest content approval rating of the two events. Once again, 93.1% said the lecture had shed valuable light on the PSC's mandate and operations.

Both audiences agreed on two things: they now understand the PSC far better than before, and they are significantly more likely to consider a career in the public service. Before the NUST lecture, many students saw the civil service as bureaucratic and slow-moving; afterwards, 78.5% said they would definitely join, with the rest answering "maybe". At Solusi the shift was almost identical: 79.3% now keen, 20.7% open to persuasion. That is not a small achievement in a country where public-sector jobs have not always been the first choice of top graduates.

Where the Two Audiences Diverged — Delightfully

The differences between the two institutions shone through in the open comments and questions, and they tell us much about the richness of Zimbabwe's tertiary landscape. NUST students, true to their STEM roots, wanted the nitty-gritty. Their burning questions were practical and often impatient:

- "What is the actual acceptance rate for recruitment?"
- "Will AI take our jobs or create new ones?"
- "Can we do consultancy work for the PSC instead of full-time employment?"

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They loved the technical depth but asked for even more time to explore quantum computing, cybersecurity, ethical AI, and how their prototypes could be turned into real government solutions. Several pleaded for research funding and industry attachments. In short, they came for the code and left inspired to write it — provided someone would pay them to do so.

Solusi students, shaped by an education that places character alongside competence, asked deeper, values-laden questions:

- “How will AI affect employment and equity in a country with such uneven development?”
- “What specific collaborations are planned so we can contribute before we even graduate?”
- “Please take these programmes to high schools — many learners there have no career guidance.”
- “How do we manage political-administrative tensions to keep appointments transparent and fair?”

They too worried about AI replacing jobs (17.2% felt Zimbabwe is “not yet ready”), but their tone was less anxious, more reflective — perhaps because the lecture had deliberately woven servant leadership, integrity and inclusivity into every slide.

What Everyone Agreed On

Despite the differences, three messages rang loud and clear from both campuses:

1. “We now see the PSC differently.”

Over 93% in each venue left with a clearer, more positive picture of the Commission’s constitutional role, operational and reform roles.

2. “We want in — but on modern terms.”

80% of the respondents now actively want to join the public service, provided it keeps modernising, stays merit-based, and offers real scope for innovation and ethical leadership.

3. “Please give us more time next time!”

The commonest request for improvement — voiced by 12.5% at NUST and a striking 35.7% at Solusi — was simply for longer sessions. Students wanted to linger, probe, network and dream out loud.

A Light-Hearted Postscript from the Survey Teams

The real-time surveys produced some gems that made the organisers smile. One NUST student asked, “Are we as teachers going to be given a chance to use AI as a facilitating tool?” -clearly tired of being told off for using ChatGPT on assignments.

A Solusi respondent politely suggested the PSC visit high schools because “many lack career guidance”, while another wondered aloud whether fashion design graduates could find a place in government (the answer, dear student, is yes — think branding, uniforms and cultural tourism!).

The Road Ahead

These two lectures — the 12th and 13th in the PSC’s growing university circuit — prove that when you speak honestly to young Zimbabweans about modern governance, ethical technology and meaningful careers, they listen. More importantly, they respond with enthusiasm, critical questions and a surprising willingness to serve.

The challenge now is to keep the conversation going. Students at both institutions begged for follow-up events on cybersecurity, ethical AI, graduate recruitment pathways, disability inclusion and youth innovation funding. They want hackathons, attachments, policy clinics and mentorships — not just more lectures.

If the Public Service Commission needed evidence that its outreach is working, here it is: two campuses, two flavours of excellence, one unmistakable conclusion — Zimbabwe’s next generation is ready, willing and remarkably able to help build a smarter, fairer, more digital Zimbabwe.

They just need us to give them a seat at the table — and, if possible, a slightly longer session next time.



The PSC Secretariat Staff and university students at the Chairman's Public Lecture with the Solusi University in Bulawayo on 25 November 2025.



The Secretary to Service Commissions, Mrs S. Zembe delivering her Keynote speech at the Work Culture Transformation, Training of Trainers (TOT) Workshop held at Elangeni Campus in Bulawayo.

The Public Service Commission (PSC) successfully drove a work-culture transformation, recognising it as the foundational pillar for forging a professional, ethical and citizen-centred public service. The PSC convened a pivotal five-day Work Culture Transformation Workshop in Chinhoyi from 3-7 November 2025, engaging over 66 Deputy Directors from Ministries, Departments and Agencies (MDAs). The programme, which was facilitated by the Eastern and Southern African Management Institute (ESAMI) underscored that culture is the engine of institutional performance, directly shaping the quality of service delivered to the citizens of Zimbabwe.



The Facilitator from ESAMI - Kenya, Dr M. Ng'ong'a interacting with participants during the work culture change sensitisation sessions during the workshop held in Chinhoyi

The workshop was specifically designed to re-tool senior managers, equipping them with the mindsets, knowledge and skills necessary to cultivate a values-driven, agile and high-performance culture. Participants immersed themselves in comprehensive sessions that covered emotional intelligence, culture audits, ethics and integrity, systems thinking, teamwork competencies, and practical change management models. Through rigorous case studies, dynamic discussions and reflective exercises, the deputy directors were challenged to directly confront and dismantle long-standing practices and ingrained behaviours that actively hinder productivity, innovation and service excellence.

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The Work Culture Transformation facilitators and participants posing for a group photo with the team from ESAMI during the sensitisation workshop held at the Chinhoyi Campus on the 3rd of November 2025.

A central, unifying theme throughout the workshop was the non-negotiable role of emotional intelligence in effective leadership. Participants critically acknowledged that self-awareness, empathy and emotional regulation profoundly influence team dynamics and elevate conflict resolution. Discussions on systems thinking fostered a holistic appreciation for the deeply interconnected nature of government operations, urging participants to abandon isolated, siloed approaches in favour of integrated, whole-of-government decision-making.

The workshop brought to light several significant challenges that continue to impede work culture evolution across MDAs. Resistance often rooted in entrenched habits and a deep-seated apprehension toward increased accountability reforms to change was noted as an issue hindering work culture transformation. Weak internal communication within different MDAs was repeatedly identified as a barrier that undermines cohesion and flow of information. Concerns were also raised regarding the inconsistent application of organisational values and ethics, with some officials struggling to clearly articulate their ministry's core principles. Further hindrances to progress include the absence of regular culture evaluations and limited access to essential leadership coaching, all of which are compounded by chronic resource constraints that limit the implementation of vital transformation initiatives.

Despite these barriers, the workshop successfully yielded a powerful consensus on actionable recommendations to guide future efforts. There was absolute agreement on the immediate need to institutionalise regular, mandatory culture audits to precisely monitor progress and diagnose behavioural gaps.



The ESAMI Country Director, Mr M. Mubhika during his presentation at the Work Culture Transformation sensitisation workshop at Elangeni .



The ESAMI Facilitators, the PSC Secretariat members and participants posing for a group photo at the Work Culture Transformation sensitisation workshop at Elangeni in Bulawayo.



Participants following proceeding during the Work Culture Transformation sensitisation workshop for Deputy Directors and equivalent grades at Senga in Gweru.



The PSC Acting Manager for Culture Change, Mrs D. Mattingwina and participants following proceeding during the Work Culture Transformation sensitisation workshop for Deputy Directors and equivalent grades at Senga in Gweru.



The Chairman for Service Commissions represented by Commissioner Mrs. R. R. Mukogo handing over an award to the overall best Student in Community Development , Ms Mildred Nembaye (center) at the Domboshava graduation ceremony.

Domboshava Campus, one of the thirteen Public Service Academies nationwide, marked a momentous milestone on 24 October 2025 as it celebrated the 43rd graduation of 78 students, with Diplomas in Community Development and in Local Government Administration. As the first cohort to complete their studies under the Heritage-Based Education 5.0 model, these graduates set a new standard of excellence for the institution.

This year's ceremony, however, stood out not only for academic achievement, but for a powerful national narrative, the rise of women in public service education and leadership.

With women dominating the graduating classes and a remarkable 45 women earning diplomas, the 2025 cohort demonstrated a significant shift. Their accomplishments reflect a breaking of ceilings once defined by outdated societal expectations.

The Chairman for Service Commission, Dr. V. Hungwe, who was represented by Commissioner Mrs. R. R. Mukogo underscored this transformative trend. He highlighted that the dominance of women in the graduating group signified a new generation of female leaders who are not only pursuing qualifications but actively shaping the nation's governance and development spaces. He echoed the sentiment that "women are not only learners but changemakers, contributing meaningfully to the future of Zimbabwe."

The ceremony celebrated outstanding individuals whose achievements embodied this spirit of excellence. Ever Gumula, graduating with a Diploma in Local Government Administration under the Ministry of Home Affairs in the Zimbabwe Republic Police, emerged as one of the ceremony's brightest stars. She earned three awards, including the prestigious title of overall best student in her programme. Humble yet proud, she remarked that she "didn't expect it, but God did it," before encouraging fellow women to pursue their ambitions relentlessly, even in male-dominated fields.



The 2025 graduating class posing for a photo with the Chairman to Service Commissions Dr V. Hungwe, represented by Commissioner R. Mukogo (seated at the center)

Mildred Nembaye who serves as a Provincial Training Center Head at Guyi, under the Ministry of Youth Empowerment, Development and Vocational Training, broke barriers by excelling with six awards, becoming the overall best student in Community Development. She described her learning journey as eye-opening, adding that the knowledge gained will strengthen her work in youth development.

She urged other young people to embrace hard work, perseverance, teamwork and innovation. She gave an empowering message to the youths mentioning that youths should not only look to government for solutions, but also take ownership of their contribution to national development through income-generating initiatives.

The graduation also highlighted the fruitful partnership between Domboshava Campus and the University of Zimbabwe, a collaboration that continues to elevate the quality and relevance of public service training across the country.

Alvord Campus hosts 2nd Graduation



The Chairman to Service Commissions Dr V. Hungwe represented by the Deputy Chairperson of the Public Service Commission Dr N. Ndiweni delivering a speech at the 2nd PSC Academy Alvord Campus Graduation in Masvingo.

The Public Service Academy -Alvord Campus held its 2nd Graduation on the 31st of October 2025 conferring diplomas to 36 graduands in Community Development in partnership with the Reformed Church University. Amongst the graduands 51% were women and 49% being men.

The Chairman for Service Commissions Dr V. Hungwe represented by the Deputy Chairperson for the Public Service Commissions Dr N. Ndiweni officiated the graduation ceremony in partnership with the Vice Chancellor of the Reformed Church University Prof E. Dumbu represented by the Pro-Vice Chancellor Prof J. Makaye.

In his speech the Chairman applauded women empowerment and the trajectory the Academy partnership was with RCU was taking in modernisation and the unpacking of Education 5.0. He said,

“The core advantage of such a partnership is its deliberate focus on fostering a human capital ethos that will catalyse our country’s development, aligned with our shared aspiration to accelerate progress towards Vision 2030 and to effectively execute our mandates.”

He also commended on the complexity of the Diplomas by covering various skill gaps that are fundamental in the workplace.

“I am particularly pleased to note that the Diploma in Community Development is comprehensive, including modules such as leadership, social research, statistics, and philosophy.’

The Public Service Commission continues to empower members of the civil service and the citizens through Diploma programs at the Public Service Academy contributing to creating a public service that is fit for purpose in the industry. Alvord Campus is one of the 13 Training Centres under the PSC.



The Deputy Chairperson of the Public Service Commission Dr N. Ndiweni flanked by the Secretary to Service Commissions Mrs S. Zembe (right) and Reformed University Pro Vice Chancellor Prof J. Makaye (left) and PSC management at the graduation ceremony.

PSC conducts Enterprise-Wide Risk Management Workshop

The Public Service Commission through the Internal Human Resources department and Internal Audit and Risk Management Unit held the Enterprise-wide risk management at Murewa and Domboshava Training Centres. The workshop aimed to conscientise and raise awareness on the different risks that the PSC faces and how best they can be alleviated.

During the workshop participants were furnished with Information and Communication Technology Security encompassing on the ICT risks, strategies for managing information technology risks in a digital environment and special emphasis on how to navigate Artificial Intelligences and the risks they pose. The workshop also capacitated members with necessary knowledge to complete the PSC risk register, how to risk profile, risk categories and risk measurement.

The workshop is part of the strides the PSC is making to preempt risks and plan ahead strategically to ensure quality service delivery. Public Service Commission remains committed in ensuring that all employees are aware of the environment they function in and the risks that may affect the organisation as risk management is a joint responsibility for everyone.

In attendance was the General Manager for Internal Audit and Risk Management Mr Manjengwa.



The Enterprise-Wide Risk Management group 3 participants posing for a photo at the Domboshava Campus on the 1st of December 2025.

The Sexual Harassment Policy (2022) Reviewed



The Head of Agency for Human Capital Development, Mr W. Mpandawana, delivering a speech on behalf of the Secretary to Service Commissions, Mrs S. Zembe, at the Sexual Harrassment Policy review meeting

The Public Service Commission (PSC), in collaboration with stakeholders from all Government Ministries, Departments and Agencies (MDAs), convened at the Hyatt Regency Hotel on 28 November 2025, to review the Sexual Harassment Policy launched in 2022. The review sought to evaluate the policy's impact over the past three years, assess emerging gaps, and chart a clear and strengthened way forward for its revision.

Speaking on behalf of the Secretary to the Service Commissions, the Head of the Human Capital Agency, Mr W. Mpandawana, underscored the importance of ensuring that the policy remains responsive to evolving workplace realities. She noted that *“three years into implementation, it is essential to assess how the policy has been understood, applied and lived across the public sector.”*

The Deputy Resident Representative of the United Nations Development Programme (UNDP), Ms. Yenga Yenga, affirmed UNDP's support for the review process. She highlighted that for the public service to uphold principles of equality and fairness, such a sensitive policy must remain relevant, accessible and effectively enforced.

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Throughout the review sessions, participants highlighted key gaps within the existing policy. These included the absence of explicit provisions for the protection of victims and whistleblowers, as well as limited awareness of the policy across the civil service—some participants indicated they were encountering it for the first time. Concerns were also raised regarding fear of victimisation, retaliation and the challenges created when alleged perpetrators appeal to higher courts, which, in some cases, compromise confidence in the justice process. Participants further noted the need for stronger complaint-handling mechanisms and improved coordination in follow-up processes.

The meeting emphasised the importance of strengthening training, induction and awareness programmes to ensure that the policy is widely understood and effectively implemented. MDAs were encouraged to enhance collaboration and support cross-sectoral approaches rather than operating in isolation so that the policy can achieve its goal, to have a safe workspace for all.

Group discussions also revealed the need to refine unclear terminology within the policy, translate it into all sixteen official languages, and make it accessible to visually impaired by providing a braille version of the policy.

The plenary session concluded with a renewed commitment to strengthening the Sexual Harassment Policy so that it remains a meaningful and effective tool in safeguarding dignity, respect and equality across the public service.



‘Betterment of the Public Servant, inseparable from the Improvement of Service Delivery’: PSC hosts Fourth Quarter Consultative workshop



The Secretary to Service Commissions, Mrs S. Zembe delivering her Keynote speech at the Consultative Workshop with the Workers’ Representatives recently held in Bulawayo.

The Public Service Commission (PSC) hosted the fourth and final consultative workshop for 2025 with workers representatives in Bulawayo from the 8th – 12th of December 2025 at Rainbow Hotel. The workshop comprised of members from the Health Service Commissions (HSC) who were integrated in the joint committees of the Bipartite to enhance the welfare of workers in the Health Care system.

The Secretary to Service Commissions Mrs S. Zembe officially opened the workshop. In her opening remarks she said

“The fourth quarter calls us to come together with purpose, to strengthen the wellbeing of public servants and, by extension, deepen the quality of service delivered to the citizens of Zimbabwe.”

She further applauded the joint committees for working tirelessly to deliver tangible dividends in the agreed time frames. She highlighted the implementation of the job evaluation recommendations which is to take place in the first quarter of 2026 and how it will enable the full implementation of the single-spine salary framework across Government.

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The President for ZCPSTU Mrs C. Alexander thanked the PSC for sustaining the forum and broadening the scope for negotiation by bringing into play the different topical issues that affect the workers.

She also commended how the Bipartite forum has enabled the Workers to be incorporated in the PSC strategic planning for 2026-2030 having all their contributions taken onboard.

During the workshop annual reports by joint committees depicting the progress made, current stand-point and the 2026 projected roadmap were presented in the Basic Needs Basket, Occupational Safety and Health (OSH), Funeral Assurance and Property Ownership.

Presentations on Cancer awareness, ILO Governing body feedback, unpacking the 2026 budget and how it affected the workers, GEMS and Retirement Planning sparked vital discussions on health, fiscal issues, life after retirement enriching the conversation and broadening the scope of the meeting.

In closing the Secretary to Service Commissions Mrs S. Zembe represented by the Government team leader and Head Pay and Benefits Mr N. Machin-jike applauded all committees, participants from both Government and Workers side in ensuring that the discussion were beneficiary to all and that all resolutions would shape the workstreams 2026 for the forum.

She also encouraged the committees to meet the set targets with urgency especially those that involve the dissemination of information.

The Acting Secretary for the Health Service Commission, Mr Sande, thanked the PSC for allowing them to be integrated in the committees as this would help them achieve their set goals as the HSC. The workshop ended with a team building session at Blue Hills Camp to strengthen the relationship between workers and the Government through physical fitness and sporting activities.

In attendance was the Government Team Leader Health Service Commission, Dr Hove, The Workers Vice President of the Zimbabwe Confederation of Public Sector Trade Unions, Mr Taderera, The Workers Team leader Health Service Commission, Dr A. T. Chitate, PSC management and Negotiators from Government and Workers Representatives for both HSC & PSC.



(Front row from left) The Government Team Leader Health Service Commission (HSC) Dr Hove, the Acting Secretary for the Health Service Commission Mr Sande, Workers Team President of the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU), Mrs C. Alexander, Secretary to Service Commissions Mrs S. Zembe, the Workers Team leader Health Service Commission, Dr A. T. Chitate, Government team leader and the Head for Pay and Benefits Development and Management, Mr N. Machinjike (Back row) Negotiators from Government and Workers (ZCPSTU, HSC & Government) at the Consultative Workshop recently held in Bulawayo.



The Government team leader and Head Pay and Benefits Mr N. Machinjike and the President of the Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU), Mrs C. Alexander following proceedings during the Fourth Quarter Consultative Workshop at the Rainbow Towers Hotel in Bulawayo



Secretaries Day Celebrations 2025: Honouring the Backbone of Administration



The Secretary to Service Commissions, Mrs S. Zembe represented by the General Manager for Communications and Stakeholder Engagement, Mrs M. Mzumara delivering her key note speech at the Secretaries Day Celebration in Kariba

More than 100 Executive Assistants and secretaries from across the public service convened in Kariba from 15 to 18 December 2025 for the annual Secretaries Day commemorations, held under the theme “Future Ready Executive Assistants: Mastering Digital Tools and Artificial Intelligence.”

The event underscored the evolving role of Executive Assistants as key contributors to effective governance and service delivery within Ministries, Departments and Agencies. Speakers emphasised the need for administrative professionals to adopt digital tools and artificial intelligence to remain relevant in a modernising public service aligned with the National Development Strategy 2.

Opening the programme, the Mashonaland West Provincial Coordinator, Mr Mapara, highlighted the urgency for Executive Assistants to embrace innovation and continuously upgrade their skills in response to changing workplace demands. Representing the Head of Human Capital and Development, the Acting General Manager for Training, Mrs E. Mbozi, Executive Assistants as central to organisational efficiency, noting their critical support role in leadership and operations.

Delivering the keynote address on behalf of the Secretary to the Service Commissions, Mrs S. Zembe, the General Manager for Communications and Stakeholder Engagement, Mrs. M. Mzumara, said deliberate recognition of executive assistants was essential, as their responsibilities are increasingly shifting from routine administration to strategic support functions.

The General Manager for Content Development and Management, Mr A. Wutawunashe also shared some insights with the participants on the evolving role of executive assistants and the future of work in the AI era. The programme also recognised excellence and long serving members within the profession. The longest-serving member from the Ministry of Defence, Ms Judith, who has served with dedication since 1981, received a shield and a microwave, while Ms. Dambaza from the Ministry of Finance, Economic Development and Investment Promotion was honoured with a shield and a four-plate electric stove. The Innovation in Administration Award was presented to Mrs. P. Maringwa from the Ministry of Environment, in recognition of her outstanding contribution to administrative excellence.

Participants welcomed the initiative, calling for continued professional development opportunities and enhanced recognition for executive assistants as the public service advances towards a digitally enabled future.

Beyond formal sessions, the celebrations incorporated wellness activities aimed at promoting mental health, balance and overall well-being, reinforcing the importance of a healthy workforce for productivity and effectiveness.



Participants following proceedings during presentations at the Secretaries Day held in Kariba on 16 December 2025.



The 16 Days of Activism against Gender-Based Violence march by the Public Service Commission, the Zimbabwe Gender Commission and other MDAs during the Health and Wellness Solidarity Walk and Roadshow on 11 December 2025 in Harare CBD raising awareness on GBV and mental health issues.



The Minister for Public Service, Labour and Social Welfare, Honourable E. Moyo, (Seated-Middle), PSC Commissioners, Secretary to Service Commissions, Mrs. S. Zembe (Seated far right), Representatives from Axis Solutions and UNDP at the Awards Night on the 7th of November 2025 at the Holiday Inn hotel in Bulawayo.



The Public Service Commission (PSC) exhibitors posing for a photo at the Public Accountants and Auditors Board (PAAB) Inaugural Annual International Accounting Day - Career Expo in November 2025.



The Public Service Commission (PSC) General Managers and Public Service Secretaries posing for a group photo at the Secretaries Day celebrations recently held in Kariba on the 16th of December 2025.



Dressed in Matabele Fusion, (Middle) is the PSC Head for Pay and Benefits, Mr. N. Machinjike, the Pension Master, Mr. K. Makiwa (Right), and the Paymaster, Mr T. Shoko (Left) at the Awards Night on the 7th of November 2025 at the Holiday Inn hotel in Bulawayo.



The Public Service Commission Change Agents from various departments following proceedings during the Work Culture Transformation, Training of Trainers (TOT) Workshop facilitated by ESAMI Directors at Elangeni Campus in Bulawayo from the 8th to the 19th of December 2025.



HAPPY UNITY DAY 2025



**A day to reflect on our Nation's journey
and reaffirm our commitment to unity,
peace, and development.**



*Merry
Christmas*
AND HAPPY NEW YEAR



Our Vision

A High-Performing
Public Service

Our Mission

To empower the Public Service
to deliver services that stimulate
socio-economic growth and
development

Our Values

Integrity

Accountability

Meritocracy

Innovation

Servant
Leadership

Inclusivity

NEW



E-Payslip

Providing convenient and secure access to employee salary information

E-Payslips will be sent through three channels namely:

- Self service portal
- WhatsApp
- Corporate Email



Advantages of E-Payslips:

- Convenient
- Time-saving
- Environment Benefits
- Improved Security
- Enhanced efficiency
- Cost Effective

MEN'S HEALTH MONTH/NOVEMBER 2025



"High blood pressure is a silent killer. Get screened and eat healthy."

Celebrating, Supporting and Uplifting our Public Service Men. 

Public Service Commission

ZIMBABWE

STOP GENDER-BASED VIOLENCE



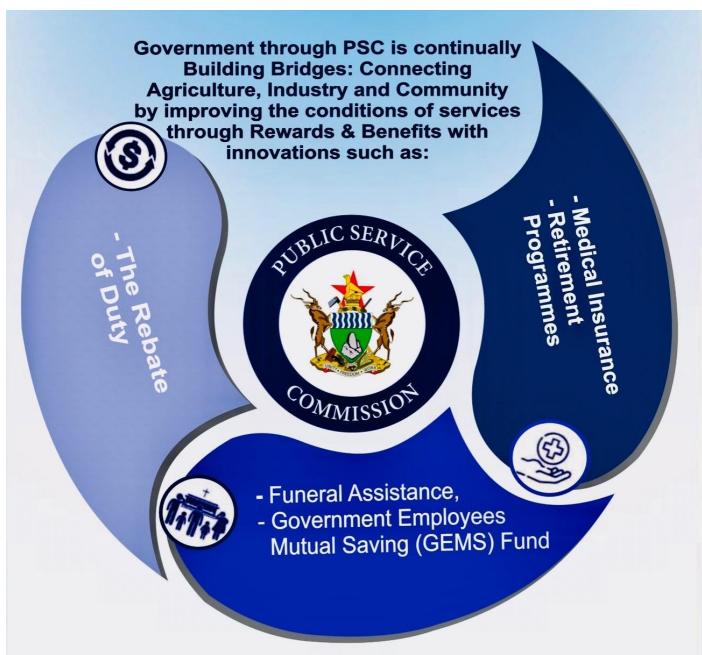
DAY 15

Word of the day: Stand for digital safety - united action builds safer digital workplaces.

Did you know?: The Beijing Declaration urges institutions to adopt collective action to end all forms of violence, including digital GBV.

#Uniting for Safer Digital Workplaces

#PSC 16 Days of Activism against Gender Based Violence 2025





BEWARE OF FAKE ADVERTS

DON'T BE CONNED!

The Public Service Commission wishes to alert the public about fraudulent job advertisements circulating on unauthorised platforms.

PSC formally advertises ALL job opportunities through:

- PSC official website (www.psc.gov.zw)
- PSC Social Media platforms
- Recognised newspapers
- Government notice boards

**Don't become
a victim of fraud**

Always confirm job vacancies through our official channels before applying. Report suspicious adverts to the Public Service Commission immediately.



263-788584848

PSC official website:
www.psc.gov.zw

Zimbabwe Public Service Commission

PSC Never charges for its services.



Website: www.psc.gov.zw