

Minja, Jacqueline

MSc HRM, CHRMA, HRBP

CONTACTS

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EDUCATION

MSc. HRM,
Institute of Finance Management
– Dar es Salaam, Tanzania

**BA. Political Science & Public
Administration**
University of Dodoma
Dodoma, Tanzania

CORE COMPETENCIES

Business Acumen
HR Expertise
Change Management
Relationship Management
People Analytics
HR Generalist
Collaborative Leadership

PROFILE

Serving as a strategic advisor and partner to the business; translating business vision into HR initiatives that improve performance, profitability, growth, and employee engagement. Creating value for the employees, organization and key stakeholders so that the organization wins in the market place.

PROFESSIONAL EXPERIENCE

March 2022 – Present

Human Resource Business Partner
Tanzania Agricultural Development Bank (TADB)

- Maintain an effective level of business literacy about the zone's financial position, midterm plans, its culture and competition
- Partner with business to develop workforce planning and strategies
- Provide guidance to business leaders in interpretation and execution of people agenda
- Identification and Monitoring of talents and management of succession planning
- Formulate partnership across HR functions to deliver value added services to management and employees that reflects the business objectives of the organization
- Provides day-to-day performance guidance to Line Management (e.g. coaching, counselling, career development, disciplinary actions etc.)
- Work closely with zonal management and employees to improve work relationships, build morale, increase productivity and retention
- Monitor quality and compliance on the performance management process as well as ensuring performance culture is instilled among employees.
- Support Line managers in identifying Training needs for respective business units and ensure implementation of training framework.
- Initiating and proactively advising HR policy changes basing on business needs
- Be a change lead, through advising and challenging stakeholders with respect to organizational changes and ensure they have the right methodologies and tools
- Ensure HR processes within the operating model function effectively as well as making sure HR services are up to date and aligned with the wishes of the business.
- Provide HR policy guidance, interpretation and monitor its compliance
- Handle staff grievances and initiate disciplinary procedures where necessary

CAREER HIGHLIGHTS

Successfully started the HR Department for Equity Bank Tanzania from the ground up

Spearheaded the HC agenda by assisting the top management in recruiting 8 top HODs; who played a pivotal role in the performance of the Bank in 2014/5.

Able to settle 25 labour disputes outside the commission with Zero (0) cost to the Bank.

Successfully planning and rolling out of change program i.e. Culture competition & Living Our Values. These programs were aimed at creating a purposeful work life in the institution.

Institutionalised a performance management system at Equity Bank and establishing framework for substantiating Performance Appraisal system linked to Reward Management.

Established the employee recognition schemes that are running on quarterly basis ensuring that the best performers are well recognized based on performance and behavioral indicators

Successfully developed and rolled out competency and skills models for Equity Bank.

Leadership & Employee Relations:

- Responsible for shaping country behaviors and culture by protecting the Bank against employee-related risk by ensuring the relationship between the Bank and its employees are managed appropriately within the established framework
- Partner with the Head of HR to develop and achieve the people and talent plans taking into account local and regional market priorities and Equity Bank's resource plan as per short, medium, and long-term plans
- Accountable for the effective management of all disciplinary and grievance processes across the institution
- Define, communicate, and action-specific HR program and capability requirements for Equity Bank, embedding core frameworks and processes
- Supporting the leadership team and line managers on appropriate engagement and reward/recognition/retention strategies to achieve Equity Bank's engagement targets, and drive business performance
- Preparing periodic reports to the Management and Board on Human Resources. Delivers programs in alignment with our core values with a relentless commitment to good governance and ethical business practices
- Builds and sustains collaborative relationships and trust at all levels of an organization acting as a trusted neutral ombudsman between staff and management

Talent Acquisition, Learning & Development:

- Lead recruitment effort: advertisement, recruitment, interviewing, hiring & boarding
- Provide advisory support to line management in developing training programs that align with the Bank's talent management plans
- In collaboration with line managers, ensuring that talent management initiatives are carried out effectively; retention, rewarding, and deployment
- Drawing the annual training budget and Monitor training costs
- Provide support to line management in all phases/aspects of talent management such as succession management, talent pipelines, selection processes, skill pool management, competency definition (leadership and technical)
- Designing, implementing, and management of effective leadership and employee development and talent management initiatives to address performance gaps related to capacity/knowledge gaps among staff and overall talent sourcing, management, and mobility programs

Performance Management:

- Design, implement, and monitor Performance Management end to end.
- Work in liaison with key stakeholders to establish and support the link between strategic business objectives and people's day-to-day actions and tasks by implementing a process for tracking progression from goal setting, quarterly reviews, mid-year reviews, and end of year evaluations to support individual, team, and organizational performance
- Ensure targeted communication and capacity-building programs in the performance management process to enable managers to effectively evaluate and measure individual and team performance and to optimize performance and productivity.
- Manage and coordinate organization-wide efforts to ensure that performance management and performance improvement programs are developed and managed using a data-driven approach that sets priorities for improvements in line with ongoing strategic imperatives.

STRENGTHS

Life-long Learner

Never done learning and always seeking to improve myself. Curious about new possibilities and taking action to explore them.

Love for the Industry

Doing my job with great love and passion helps me stay motivated at all times.

Engaging Personality

Engaging communicator can be persuasive but always listen carefully.

- In liaison with the Total Rewards & Recognition Officers, contribute to the design, implementation, and management of effective Recognition Programs to reward staff contributions
- Design, implement, and manage organization-wide performance training/capacity building for all levels of employees and management to drive for positive and measurable impact on the culture and performance of the Bank
- Ensuring job descriptions are compiled and shared/communicated to staff

Governance, Risk, and Compliance:

- Maintain strategic oversight of Employee Relations and Industrial Relations issues across the business and provide direction and guidance where needed to resolve escalated issues
- Ensure the business complies with all statutory obligations in terms of the various employment acts across different organizational levels
- Develop and update policies and processes where required and monitor adherence thereto
- Ensure Human Capital policies are approved by relevant regulatory authorities where relevant
- Guide to management and staff on all matters relating to industrial employee relations including terms and conditions of service
- Develop and manage the bank's relationship with various stakeholders, such as government offices, suppliers, customers, and the general public Monitors and supports required safety programs, training, and reporting

April 2015- March 2016

Senior HR & Admin Officer

Tanzania Geothermal Development Company (TGDC)

- Facilitating the recruitment and selection processes to ensure that the TGDC identifies and employs suitably qualified candidates by procedures. Developing a manpower plan, including annual budgets, and ensuring alignment to strategy ensuring that employee information is current and up to date as need be.
- Preparing salary, benefits, and deductions to ensure employees are paid accurately and timeously.
- Providing effective HR administrative support in recruitment, benefits, termination, and compensation.
- Managing Performance management- end to end.
- Ensure fleet availability to meet all requests by scheduling, forecasting, and surveying current user trends.
- Ensure that vehicle and driver's logbooks are properly maintained. Receiving, inspecting, and verifying, all incoming equipment, furniture, and supplies and scheduling deliveries to users.
- Tagging all furniture/equipment upon receipt from the supplier. Update non-expendable property inventory record and track movement of the furniture piece
- Support to the management on physical assets disposal

REFERENCE

Innocent Yonazi
Head- Investors Relations
NMB Bank PLC
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Esther Kitoka
Director- ADC Tanzania Ltd
+255 754 478 657

March 2011- March 2015

HR Officer

Equity Bank Kenya & Equity Bank Tanzania Limited

- Recruitment and selection.
- Conduct new hire onboarding/induction program ensuring the new hires have understood the policies and procedures, documentation, and other onboarding processes.
- Ensure timely and accurate entry of employee data regarding initial hire, transfers, promotion, and terminations, on the HR system (ERP), and ensure the same is captured in the payroll system
- Ensuring timely pre-confirmation appraisal for all the new staff and effective tracking of all Midyear and Annual appraisal
- Identifying staff training needs in line with staff performance and skills gaps
- Dealing with misconduct and other forms of grievances from staff
- Liaising with Unit heads regarding updating the JDs, placing adverts, and talking through the entire recruitment and hiring process including participating in interviews.
- Maintain leave records and lease with heads of departments to collect annual leave plans at the beginning of each year.
- Providing basic counselling to staff on issues relating to their work situations
- Overseeing staff medical and other insurance coverage. This includes enrolment, deletions, issuance of medical cards, and training on medical benefits.
- Maintaining the HR policy, conducting regular reviews of the same, and recommending changes where necessary to fit the organization's needs.
- Dealing with compensation and benefits.
- Coordinating the Performance management/appraisal process in collaboration with the Unit heads.

OTHER WORK EXPERIENCES

September- November 2010

Media Analyst Assistant

European Union: Electoral Observation Mission

- Writing and distributing the daily news bulletin to the office team leader.
- Translating the newspapers, from Kiswahili to English for team briefing.
- Monitoring a sample of local Media (TV, Radio, and, Newspapers) using quantitative and qualitative methodology to measure time, plan, and, tone devoted to political parties.
- Co-coordinating meetings with different media outlets
- Contributing and assisting in the implementation of policies and procedures

May 2005- Sep 2007

Intern: Social Worker

Community Care Foundation Trust

- Apprehending children in immediate need of protection
- Organizing and running monthly talks; on topics relating to gender, HIV/AIDS, and human rights with the youth in the villages
- Running training on Women Empowerment and Financial Literacy Visiting different homes; in search of orphans and families in need
- Monthly follow-up on the progress of the children in schools sponsored by the fund