SHERQ MANAGEMENT POLICY FOR THE PUBLIC SERVICE

ANNEXURE A

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ABBREVIATIONS

COIDA	Compensation for Occupational Injuries and Diseases Act
DPSA	Department of Public Service and Administration
EH&W	Employee Health and Wellness
EH&WMSF	Employee Health & Wellness Management Strategic Framework
GEMS	Government Employee Medical Scheme
HRMD	Human Resource Management Development
HR	Human Resource
IEC	Information Education and Communication
ILO	International Labour Organisation
ISO	International Standard Organisation
IR	Industrial Relations
KPA	Key Performance Area
MDGs	Millennium Development Goals
M& E	Monitoring & Evaluation
NEPAD	New Partnership for Africa's Development
NWHA	National Employees Health Agenda
OHS	Occupational Hygiene and Safety/Occupational Health and Safety
OHSAS	Occupational Health Standards and Systems
PDP	Personal Development Plan
PILIR	Policy and Procedure on Incapacity Leave& Ill-Health Retirement
PSR	Public Service Regulations
SADC	South African Development Community
SHERQ	Safety, Health. Environment, Risk and Quality
SITA	State Information Technology Agency
SMS	Senior Management Service
SOPs	Standard Operating Procedures
UNAIDS	United Nations Programme on HIV and AIDS
WHO	World Health Organisation

PART A: GENERAL

1. INTRODUCTION

1.1 This pillar (SHERQ) deals with the intangible and tangible factors of safety, health environment, risks and quality management for purposes of optimal occupational health and safety of employees, the safety of citizens and the sustainability of the environment, the management of occupational and general risks and quality of government products and services. The pillar is in response to National legislation that includes Occupational Health and Safety Act 1993, this Act imposes a general duty on employers to provide a reasonably safe and healthy working environment. The Basic Conditions of Employment Act 1997, which speaks into issues of Quality of Work Life of which Occupational Health and Safety is a component, it ensures that working hours do not exceed certain maxima, employees are granted adequate breaks during a working day, and they are given prescribed annual and sick leave. The Employment Equity Act 1998, which aims to eliminate discrimination in the workplace and to promote justice for previously disadvantaged designated groups. Occupational Health and Safety issues would relate to the physical environments friendly to various employment equity designated groups e.g gender and disability exclusive ablution rooms, wide corridors for people's with disability etc. SHERQ also takes into consideration International Organisation for Standardization (ISO) instruments used to promote health and safety. This includes OHSAS 18001 which is an Occupational Heath and Safety Management System Standard, ISO 9001 for Quality Management and ISO 14001 for Environmental Management.

1.2 The report on the survey conducted following the public sector strike of 2006, the January 2008 Cabinet Lekgotla decision of improve the working environment in government front and back office environment, and Parliaments' noting of the ILO Convention 187 Promotional Framework for Occupational Safety and Health, 2006 are all events and documentation that adds to the rationale for this pillar. At the end of 2007, South Africa noted the ILOs Convention 187 Promotional Framework for Occupational Safety and Health, 2006 for ratification. This promotional framework provides for:

the development of national policy on occupational safety and health and the working environment developed in accordance with the principles of Article 4 of the Occupational Safety and Health Convention, 1981 (No. 155);

(a) the development of national system for occupational safety and health or national system i.e. infrastructure which provides the main framework for implementing the national policy and national programmes on occupational safety and health;

(b) a national programme on occupational safety and health or a national programme that includes objectives to be achieved in a predetermined time frame, priorities and means of action formulated to improve occupational safety and health, and means to assess progress;

(c) a national preventative safety and health culture which is a culture in which the right to a safe and healthy working environment is respected at all levels, where government, employers and workers actively participate in securing a safe and healthy working environment through a system of defined rights, responsibilities and duties, and where the principle of prevention is accorded the highest priority

(d) the Declaration of Philadelphia which provided for the ILO to further programs among nations of the world to achieve adequate protection for the life and health of the workers in all occupations

(e) the ILO Declaration on Fundamental Principles and Rights at Work and its follow-up, 1998.

1.3 SHERQ seeks to contribute to decent work for public servants. The goal is not just the creation of jobs, but the creation of jobs of acceptable quality. The quantity of employment cannot be divorced from its quality. Decent work sums up the aspirations of public servants in their working life. It involves opportunities for work that is productive and delivers a fair income, security in the work place and social protection for families, better prospects for personal development and social integration, freedom for people to express concerns, organise and participate in the decisions that affect their lives, and equality of opportunity and treatment for all women and men.

1.4 Decent work calls for the integration of economic and social objectives and for a well-orchestrated combination of measures in the areas of employment promotion, rights at work, social protection and social dialogue. This coherent approach is proving its relevance to a wide-ranging policy agenda, from social dimensions of globalisation to poverty reduction strategies. The focus of the decent work programmes varies from department to department, reflecting different priorities and conditions.

2. SCOPE

This policy shall apply to all National and Provincial Government Departments as mandated by the Public Service Act 1994 as amended and the Occupational Health and Safety Act 85 of 1993 as mandated by the Department of Labour.

3. OBJECTIVE

3.1 The objective of this policy is to:

3.1.1 improve occupational health and safety by controlling health hazards in the workplace;
3.1.2 have a health and safe public service environment that is safe for both public servants and the community at large;
3.1.3 have a public service that can identify and manage risks and improve quality of services; and
3.1.4 guide the public service on how manage risks, eliminate illness, diseases and accidents.

4. MISSION

4.1 The mission of this policy is to:

4.1.1 ensure that the Public Service is committed to the provision and promotion of a healthy and safe work environment for employees and clients utilizing government infrastructure; and
4.1.2 assess and control risks through the enforcement of the occupational Health and Safety Act 1993 (ACT No. 85 of 1993).

5. PRINCIPLES

5.1 The SHERQ Management programme is underpinned by the following principles:

5.1.1 Focus on all levels of employment
5.1.2 Responding to the needs of designated groups such as women, older persons, people with disabilities and people living with HIV and AIDS.
5.1.3 Representation of targeted groups, a non-sexist, non-racist and fully inclusive public service
5.1.4 Equality and non-discrimination upholding the value that discrimination on any grounds should be eliminated
5.1.5 Healthy integration and embracing change
5.1.6 Human dignity, autonomy, development and empowerment.
5.1.7 Barrier-free Public Service.
5.1.8 Collaborative Partnerships.
5.1.9 Confidentiality and ethical behaviour.
5.1.10 Cohesiveness with HRD processes
5.1.11 Policy Coherence: DPSA Policy measures should not contradict the measures of DOH, DSD, and DCS etc.
5.1.12 Coherence of models: The service delivery models should offer the same package to public servants in spite of it being in-house, outsourced, or DOH collaboration.
5.1.13 Programme coherence: The programmes/protocols that are offered should not contradict each other in the various departments

6. LEGAL FRAMEWORK

The policy should be read in conjunction with the following instruments:

6.1 International instruments underpinning SHERQ Management

6.1.1 WHO Global Strategy on Occupational Heath for All
6.1.2 WHO Global Worker's Plan 2008-2017
6.1.3 ILO Décent Work Agenda 2007-2015
6.1.4 ILO Promotional Framework for Occupational Safety Convention 2006
6.1.5 ILO Declaration on Fundamental Principles and Rights at Work and its follow-up, 1998
6.1.6 Occupational Safety and Health Convention, 1981 (No. 155)
6.1.7 United Nations Convention on the Rights of People with Disabilities
6.1.8 United Nations Millennium Declaration and its Development Goals (MDGs)
6.1.9 The International Convention on Population Development 1994 (+10)
6.1.10 World Summit on Sustainable Development, Johannesburg 2002
6.1.11 WHO Commission on social determinants of health
6.1.12 OHSAS 18001
6.1.13 ISO 9001
6.1.14 ISO 14001

6.2 Legal Framework for SHERQ Management within the Public Service

6.2.1 Constitution of the Republic of South Africa, Act 1996
6.2.2 Disaster Management Act,2002(Act No. 57 of 2002)

6.2.3 Basic Conditions of Employment Act I 1997 (Act No.75 of 1997)
6.2.4 Occupational Health and Safety Act, 1998 (Act No. 85 of 1993)
6.2.5 Employment Equity Act 1998 (Act No55 of 1998)
6.2.6 Labour Relations Act 1995, (Act No 66 of 1995)
6.2.7 National Disaster Management Framework
6.2.8 Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (ACT No 4 of 2000)
6.2.9 Public Service Act, 1994 (Proclamation No 103 of 1994)
6.2.10 Public Service Regulation, 2001
6.2.11 Compensation for Occupational Diseases and Injuries Act,1993 (Act No.130 of 1993)
6.2.12 Mental Health Care Act 2002 (Act No. 17, 2002)
6.2.13 The Medical Schemes Act, 1998 (Act No. 131 of 1998)
6.2.14 National Health Act, (Act No. 61 of 2003)
6.2.15 Tobacco Products Control Act 1993 (Act No. 83, 1993)
6.2.16 National Environment Management Act1998 (Act No. 107 of 1998)
6.2.17 National Building Regulations and Building Standards Act 1977(Act No 103 of 1977)
6.2.18 Hazardous Substances Act, 1973 (Act No 15 of 1973)
6.2.19 Mine and Safety Act 1996 (Act No 29 of 1996)
6.2.20 Waste Management Act 2008 (Act No 59 of 2008)
6.2.21 Access Control Act
6.2.22 Marine Control Act
6.2.23 Firearms Control Act 2000 (Act No 60 of 2000)
6.2.24 Public Finance Management Act 1999 (Act No 1 of 1999)

6.3 Strategic Frameworks applicable to SHERQ within the Public Service

6.3.1 National Strategic Framework on Stigma and Discrimination; and
6.3.2 National Occupational Health and Safety Policy of 2005

6.4 Economic and Social Policies, Programmes and Strategy

6.4.1 Presidential Pronouncements and Budget Speech
6.4.2 Integrated Development Plans (IDPs)
6.4.3 Occupational Health Policy 2005 (Department of Labour)
6.4.4 Medium Term Strategic Framework
6.4.5 National Spatial Development Strategies
6.4.6 Provincial Growth and Development Strategies

7. DEFINITIONS

7.1 "OCCUPATIONAL HEALTH" includes occupational hygiene, occupational medicine and biological monitoring.

7.2 "OCCUPATIONAL HYGIENE" is the discipline of anticipating, recognising, evaluating and controlling health hazards in the working environment with the objective of protecting worker health and well-being and safeguarding the community at large.

7.3 "ENVIRONMENT" surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans, and their interrelation.

7.3 "HAZARD" means any source of / or exposure to danger.

7.4 "RISK" means the probability that injury or damage will occur.

7.5 "DG/HOD" Means head of a national department, the office of the premier, a provincial department, or a head of a national or provincial component, and includes any employee acting in such post.

7.6 "SENIOR MANAGER" Means a member of the senior management service who is tasked with championing the SHERQ management programme.

7.7 "EMPLOYEE" Means a person appointed in terms of section 9 the Public Service Act 1994 and the employment of Educators Act 76 of 1998.

7.8 "HEALTH AND SAFETY REPRESENTATIVE" means a representative of workers that each and every employer who has more than 20 employees in his employment at the workplace, shall, within four months after the commencement of this Act or after commencing business, or from such time as the number of employees exceeds 20, as the case may be, designate in writing for a specific period health and safety representative for such workplace, or for different sections thereof.

7.9 HEALTH AND SAFETY COMMITTEE" means the committee that initiates, develop, promote, maintain and review measures to ensure the health and safety of employees at work. The employer shall in respect of each workplace where two or more health and safety representatives have been designated, establish one or more health and safety committees and they must be established under section 19 of the Occupational Health and Safety Act 85 of 1993.

7.10 "STEERING COMMITTEE" means the Committee that is a vehicle of coordination, communication, collaboration, consultation, which seeks to establish harmonised communication of the EH&W Framework; build commitment for its implementation and create avenues through which collaborative initiatives can be forged.

8. ROLE PLAYERS AND RESPONSIBILITIES

This policy involves the following role players:

8.1 The Head of Department (16.1):

8.1.1 provide and maintain, as far as reasonably practicable, a working environment that is safe and without risk to the health of employees

8.1.2 ensure that there is a written policy concerning the protection of the health and safety of employees at work, and the safety of the general public

8.1.3 appoint a designated senior manager in writing to champion SHERQ programmes in the workplace

8.1.4 designate in writing for a specified period; health and safety representatives for the workplace, or for different sections thereof
8.1.5 establish one or more health and safety committees and consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of employees at work
8.1.6 ensure Total Quality Management Systems are in place

8.2 The Designated Senior Manager (16.2):

8.2.1 Develop capacity building programmes i.e.
a) Promote competence development of practitioners
b) Improve capacity development of auxiliary functions (OD, HR, IR, Skills Development, Change Management etc.) to assist with SHERQ promotion at an organisational level
c) Establish e-Health and Wellness information systems

8.2.2 Form organizational support initiatives i.e.

a) Establish an appropriate organisation structure for SHERQ
b) Ensure Human Resource planning and management
c) Develop integrated SHERQ information management system
d) Provide physical resources and facilities
e) Ensure financial planning and budgeting
f) Mobilise management support

8.2.3 Develop Governance and Institutional Initiatives i.e.

a) Establish an SHERQ Steering Committee
b) Obtain Stakeholder commitment and development
c) Develop and implement an ethical framework for SHERQ
d) Develop and implement management standards for SHERQ
e) Develop and maintain an effective communication system
f) Develop and implement a system for monitoring, evaluation, and impact analysis

8.2.4 Develop Economic Growth and Development Initiatives i.e.

a) Mitigate the impact of Diseases on the economy
b) Ensure responsiveness to the Government's Programme of Action
c) Ensure Responsiveness to Millennium Development Goals
d) Integrating NEPAD, AU and Global programmes for the economic sector

8.2.5 Identify appropriate to the nature and scale of the departments SHERQ risks and impacts
8.2.6 Ensure alignment with the SHERQ hazard identification and risk assessment outcomes
8.2.7 Ensure commitment to continual improvement of the SHERQ system
8.2.8 Ensure commitment to comply a minimum with current applicable legislation regulations and other requirements to which the department subscribes

8.3 The SHERQ Coordinator:

8.3.1 coordinate the implementation of SHERQ, projects and interventions;
8.3.2 plan, monitor and manage SHERQ according to strategies, policies and budgetary guidelines;
8.3.3 identify personal development needs for individual employees
8.3.4 analyse and evaluate data and communicate information, statistics and results to various stakeholders and management

8.4 Health and Safety Representatives:

8.4.1 review the effectiveness of health and safety measures
8.4.2 identify potential hazards and potential major incidents at the workplace
8.4.3 in collaboration with the employer, examine the causes of incidents at the workplace, investigate complaints by any employee relating to employee's health or safety at work
8.4.4 make representations to the employer on general matters affecting the health or safety of the employees at the workplace
8.4.5 inspect the workplace, including any article, substance, plant, machinery or health and safety equipment at the workplace with a view to improve the health and safety of employees, at such intervals as may be agreed upon with the employer: Provided that the health and safety representative shall give reasonable notice of his intention to carry out such an inspection to the employer, who may be present during the inspection
8.4.6 participate in consultations with inspectors at the workplace and accompany inspectors on inspections of the workplace
8.4.7 in their capacity as health and safety representatives attend meetings of the health and safety committee of which they are members, in connection with any of the above functions
8.4.8 act as a focal point for the distribution of evidence-based and generic health and wellness promotional material at the workplace
8.4.9 take initiative to implement awareness activities, or to communicate health and wellness information at the workplace
8.4.10 act as a referral agent of employees to relevant internal or external health support programmes
8.4.11 be involved with the identification of health risks at the workplace
8.4.12 obtain and make condoms and femidom available at the workplace and provide usage education thereof
8.4.13 initiate and arrange staff training with regard to employee health and wellness
8.4.14 ensure adherence to standards as set by legislation, regulations, SABS, ISO and DOL
8.4.15 submit monthly reports of activities to the SHERQ coordinator

8.5 Health and Safety Committee:

8.5.1 make recommendations to the employer or, where the recommendations fail to resolve the matter, to an inspector regarding any matter affecting the health or safety of persons at the workplace or any section thereof for which such committee has been established

8.5.2 discuss any incident at the workplace or section thereof in which or in consequence of which any person was injured, became ill or died, and may in writing report on the incident to an inspector
8.5.3 keep record of each recommendation made to an employer and of any report made to an inspector
8.5.4 ensure adherence to standards as set by legislation, regulations, SABS, ISO and DOL
8.5.5 Involve Labour relations movements

8.6 The Employee:

8.6.1 take reasonable care for the health and safety of him/herself and of other persons who may be affected by his/her acts or omissions
8.6.2 obey the health and safety rules and procedures laid down by his/her employer or any authorized person in the interest of health and safety
8.6.3 report as soon as practicable any unsafe or unhealthy situation which comes to his/her attention, to the employer or to the health and safety representative for his/her workplace or section thereof
8.6.4 if involved in any incident which may affect his/her health or which has caused an injury to him/herself, report such incident to his/her employer or to his/her health and safety representative, as soon as practicable
8.6.5 comply with standards as set by legislation, regulations, SABS, ISO and DOL

8.7 The Steering Committee:

8.7.1 Draw lessons from policy implementation, monitoring and evaluation
8.7.2 Asses the impact of SHERQ on the ongoing transformation of the Public Service
8.7.3 Consistently measure the impact of SHERQ on productivity of the Public Service
8.7.4 Coordinate the efforts of Departments to address strategic and SHERQ related issues
8.7.5 Ensure that information is cascaded to all levels in provinces and in the Departments, in Directorates and in Institutions as well as with stakeholders and Supporters

8.8 Labour Representatives:

8.8.1 Represent employees in the workplace
8.8.2 Ensure that the employer fulfill mandates of OHS ACT and Regulations in order to optimize Health and Safety in the workplace.
8.8.3 Sit in OHS committee meetings and
8.8.4 Make representation to the employer on agreed issues affecting the health and safety of employees at the work place.

9. FINANCIAL IMPLICATIONS

The cost associated with the implementation of this policy must be met from the individual department's budget.

10. IMPLEMENTATION

The generic implementation plan for EH&W is the alignment of the logical framework commonly used in policy, programme and project management (inherent in the result based model) and the 12 components of an effective M&E system and the organisational structure for implementation of the EH&W. An effective, efficient and implementable monitoring and evaluation system is required for this SHERQ policy to be successful in measuring achievements of the policy objectives. Departments would be expected to develop indicators as appropriate for Micro Macro and Meso levels of governance The implementation of this policy will follow the result based model. Regular reviews of progress on SHERQ programmes should be conducted. The reviews should be conducted quarterly through reports submitted to the DPSA by all departments. These reviews will inform implementation, monitoring and evaluation, and future planning.

11. MONITORING AND EVALUATION

Monitoring and evaluation have a significant role to play in SHERQ interventions as it assists in assessing whether the programme is appropriate; cost effective and meeting the set objectives. The 12 components that should be included in the SHERQ M&E System are indicated below:

11.1 Organisational structures with EH&W M&E functions
11.2 Human capacity for EHW M&E
11.3 Partnerships to plan, coordinate, and manage the M&E system
11.4 National multi-sectoral EH&W M&E plan
11.5 Annual costed national EH&W M&E work plan
11.6 Advocacy, communications, and culture for EH&W M&E
11.7 Routine EH&W programme monitoring
11.8 Surveys and surveillance
11.9 National and sub-national EH&W Databases
11.10 Supportive supervision and data auditing
11.11 EH&W evaluation and research
11.12 Data dissemination and use

12. REVIEW

The Policy shall be reviewed as and when there are new developments or after every three years.

PART B: IMPLEMENTATION OF POLICY OBJECTIVES: HEALTH AND SAFETY

1.1 Aim

To ensure a healthy and safe work environment

1.2 Policy Principles

See paragraph 5 of this policy.

1.3 Policy Measures

Policy measures are actions developed to address a perceived problem or further government objectives. It can include regulatory, fiscal (fiscal means financial matters) or information based tools.

1.3.1 Identified and managed occupational health and safety related risks

1.3.2 Environmental hazards identified, asses and controlled

1.3.3 All OHS ACT statutory appointments made

1.4 Procedural arrangements

Procedural arrangements for implementation will be the same as identified for the role of the designated senior manager in Part A paragraph 8.2 of this policy. This policy will be further implemented as according to the implementation Guide in Annexure A

PART C: IMPLEMENTATION OF POLICY OBJECTIVES: ENVIRONMENTAL MANAGEMENT

2.1 Aim

To monitor the effectiveness of risk control measures and trigger corrective actions when required

2.2 Policy Principles

See paragraph 5 of this policy.

2.3 Policy Measures

Policy measures are actions developed to address a perceived problem or further government objectives. It can include regulatory, fiscal (fiscal means financial matters) or information based tools.

2.3.1 Well maintained buildings and offices

2.3.3 Waste safely disposed

2.3.4 Good house keeping maintained and practiced

2.3.4 Well maintained machinery and electrical equipment

2.4 Procedural arrangements

Procedural arrangements for implementation will be the same as identified for the role of the designated senior manager in Part A paragraph 8.2 of this policy. This policy will be further implemented as according to the implementation Guide in Annexure A

PART D: IMPLEMENTATION OF POLICY OBJECTIVES: QUALITY AND RISK MANAGEMENT

3.1 Aim

Identify and asses risks through a dynamic, formal, structured and holistic process to facilitate effective risk reduction plans and actions.

3.2 Policy Principles

See paragraph 5 of this policy.

3.3 Policy Measures

Policy measures are actions developed to address a perceived problem or further government objectives. It can include regulatory, fiscal (fiscal means financial matters) or information based tools.

3.3.1 Hazard Identification and risk assessment conducted.

3.3.2 OHS audits conducted

3.3.3 Disaster management plans developed, implemented and maintained

3.3.4 Disaster Management plans monitored and evaluated

3.3.5 Risk assessment reports verified by approved IAA's

3.3.6 Risk assessment controls monitored and evaluated.

3.4 Procedural arrangements

Procedural arrangements for implementation will be the same as identified for the role of the designated senior manager in Part A paragraph 8.2 of this policy. This policy will be further implemented as according to the implementation Guide in Annexure A

GENERIC IMPLEMENTATION PLAN FOR

SAFETY HEALTH ENVIRONMENT RISK AND QUALITY

POLICY MANAGEMENT (SHERQ)

IN THE PUBLIC SERVICE

ANNEXURE B

INTRODUCTION

This serves as a guide to implement the policy measures as outlined in the Wellness Management Policy. The policy measures are translated into success indicators which are performance expectations for each sub-objective. Success indicators seek to identify exactly what outcomes are expected as a result of the intervention made. Each success indicator is further broken down into functional objectives with activities or processes as per the four process pillars of Capacity Building, Organizational Support, Governance and Institutional Development, and Economic Growth and Development Initiatives. Indicators for implementation are described in terms of output, outcome and impact indicators.

STRATEGIC OBJECTIVE SHERQ MANAGEMENT To ensure to be a healthy and safe work environment	
Sub-Objective	Success Indicators
1. To provide Occupational Health and Safety.	• Identified and managed occupational health and safety related risks. • Environment hazards identified, assessed and controlled. • All OHS ACT statutory appointments made

1.1. Identified and managed occupational health and safety related risks.								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
1.1.1 To Identify and manage personal hygiene risks	Finance HR National Policies, Acts & Standards	Train practitioners on how to manage personal hygiene risks. Educate employees on how to manage personal hygiene risks.	Introduce and evaluate curricula and interventions for health practitioners Programme, Health & Safety committees	Establish and maintain partnerships with the relevant stake holders	Use best practices as bench mark Updated evidence-base research	No. of practitioners trained on personal hygiene risks No. employees trained on personal hygiene risks	%. Departments with personal hygiene risks programmes	Reduced no of occupational Health risks in the work place
1.1.2 To provide adequate and clean facilities	Finance HR National Policies, Acts & Standards	Develop and implement communication strategy on Health and cleanliness	-Evaluate and develop programmes that encourage cleanliness in the workplace Adequate toilets and ablutions facilities that meet standards	Regular inspections on facilities and their usage		No. Departments with guidelines on Health and cleanliness No of departments with adequate toilets and ablution facilities	% Departments with a communication strategy on health and cleanliness	Adequate and clean facilities.

Objectives	Inputs		ACTIVITIES/PROCESSES			INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
1.1.3 To have regular inspections of facilities and their usage	Finance HR Auditors inspectors	Educate on step taken to correct deviations Job training on regular hygiene factors	Develop and implement policy on SHERQ management	Health –co-ordinator submits written recommendations Health co-ordinators monitors reports on facilities. Completed checklist for inspections	Conduct audits	No of inspections done per year	% of departments inspecting facilities and their usage	Well maintained facilities.

1.2. Environmental hazards identified, assessed and controlled								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
1.2.1 identify occupational Hazard and conduct risk assessment	Finance HR National Policies, Acts & Standards Legal requirements health practitioners	Train Health practitioners on identifying hazards and assessing risks Create awareness among employees on risk identification and assessment	Introduce and evaluate curricula and interventions for employees on identification of hazards and risk assessments	Clearly indicating the role players from all levels and functions of the organisation Classification of risk and identification of appropriate controls.	Conduct risk assessment among employees Develop programmes on identification and risk assessment	No. practitioners trained on identifying, and assessing risk. No of Department with guidelines on hazard control	% of Departments Identifying occupational hazards and conducting risk assessments	Controlled hazards in a workplace

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
1.2.2 Consider all activities, products and services that may be hazardous in a workplace	Finance HR National Policies, Acts & Standards Legal requirements health practitioner	Communicate to all employees and affected parties about the hazards they may be exposed to on the workplace due to organisation's operations Train Health practitioners on all activities, products and services that may be hazardous in a workplace	Incremental roll-out of a comprehensive hazard control package in the workplace	Clearly indicating the role players from all levels and functions of the organisation Classification of risk and identification of appropriate controls	Develop programmes on activities, products and services that may be hazardous in a workplace	No of Departments with guidelines on hazard control	% of Departments displaying activities, products and services that may be hazardous in a workplace	Controlled hazards in a workplace.

1.3. All OHS ACT statutory appointments made								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
1.3.1 All OHS ACT statutory appointments made	Finance HR National Policies, Acts & Standards	All safety and health reps trained on a safety health inspection course All safety and health reps attend additional relevant safety and health courses Safety and Health reps receive training on hazard identification	Sufficient reps nominated and appointed according to standards All staff informed of rep selection criteria and functional requirement. Names of reps circulate/displayed Departmental scope and		Ensure compliance to the OHS Act on the appointment of safety and health representatives	No of OHS statutory appointments made.	% of departments with the all OHS statutory appointments.	Statutory appointments made

		and risk assessment Line managers trained to provide ongoing support and coaching Reps receive training in company standards and procedures	duties clearly defined					

Sub-Objective	Success Indicators
2. To Provide and sustain a risk free total environment	• Well maintained buildings and offices • Waste safely disposed • Good house keeping maintained and practiced • Well maintained machinery and electrical equipment

2.1. Maintained buildings and offices

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.1.1Compile a maintenance schedule for buildings, floors and structures.	Finance HR National Policies, Acts & Standards	Create awareness among employees on the maintenance schedule for buildings ,		Develop programmes on the maintenance schedule for buildings , floors and structures	Partnership with the Department of works and department of labour	No. of Departments with a compiled maintenance schedule for buildings,	% Departments with a maintenance programme	A compiled maintenance schedule for buildings, floors and structures.

	Legal requirements Health practitioners	floors and structures Training on building regulations				floors and structures.		

2.2. Waste Safely disposed								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.2.1 Set objectives and targets to promote waste Management	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training on OHS Standards	Waste management plan established to give effect to objectives and targets.	Develop programmes on waste management	Partnership with the Department of works and department of labour	No of departments with a waste minimisation separation and recycling programme in place.	% Departments with a monitoring programme on waste management	Risk associated with waste managed.

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.2.2 Ensure onsite waste facilities are managed according to set standards.	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training on OHS Standards regarding waste and disposing	Required permits available for on-site waste disposal or recycling facilities	Develop programmes on site waste handling	Partnership with the Department of department of labour	No of departments providing medical treatment/ immunisation for staff exposed to hazardous waste	% Departments with a management plan on onsite waste handling.	Risks associated with waste managed.

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.2.3 Ensure that hazardous containers are labelled according to contents and hazard rating	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of employees on hazardous labelling.	Labels must include dates of first accumulation Labels clear and complete	Develop programmes and guidelines On hazardous waste labelling	Compliance with SABS standards, ISO standards, department of labour	No of employees familiar with the meaning of labels.	% Departments with a hazadous waste containers labelled according to contents and hazardous rating	Risks associated with waste managed.

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.2.4. Ensure dedicated hazardous waste storage areas are demarcated and access controlled	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of employees on hazardous waste storage areas.	Bunding of area where required Hazardous waste stored separately from non hazardous waste General medical waste separated from sharps and needles	Develop programmes and guidelines on hazardous waste storage	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments with records of hazardous waste stored more than three months	% Departments with d*edicated hazardous waste storage areas that are demarcated and access controlled*	Risks associated with waste managed.

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.2.5 Ensure that a waste removal company is contracted in writing with duties specified.	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of transport operators to ensure that the operator is provided with adequate information on the nature and properties of the load.	Use of hazchem placard for transport operator Vehicle in good condition and appropriate to type of waste transported. Emergency procedures available and known to drivers.	Develop programmes and guidelines on hazardous waste transportation	Compliance with SABS standards, ISO standards, department of labour	No of departments with a system to monitor hazardous waste transportation ..	% of departments with a waste removal company is contracted in writing with duties specified	Risks associated with waste managed.

2.3 Well maintained machinery and electrical equipment								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.3.1 Adequate maintenance system to ensure effective operation of plant and equipment	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of technicians in the type of maintenance required for plant and equipment maintenance including frequency established.	Maintenance application monitored	Develop programmes and guidelines on maintenance of machinery and electrical equipment	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments with an adequate maintenance system to ensure effective operation of machinery and electrical equipment.	% Departments with a management policy on the maintenance of machinery and electrical compliances	A developed programme on the maintenance of machinery and electrical equipments

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.3.2 Identify risks associated with hazardous moving machine parts.	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of technicians on the risks associated with hazardous moving machines.	All nip points, conveyers, V-drives and chain-drives, shaft ways and key-ways guarded. Guards designed for easy removal and replacement by maintenance staff. All moving parts within normal reach, guarded or enclosed Guard inspection included in SHE rep checklists All operators check guards before operation.	Develop programmes and guidelines on maintenance of machinery and electrical equipment	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments that can identify risks associated with moving machinery.	% Departments with guidelines on identifying risks associated with moving machinery	Reduced no of incidences.

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.3.3 Correct identification and functional effectiveness of switches and valves ensured	HR National Policies, Acts & Standards Legal requirements Health practitioners		All switchgear marked with a permanent labelling system Marking system standardised Electrical installation diagrams available, correct and up-to-date Operational staff familiar with position and function of critical valves OPEN/SHUT directions clearly marked Operational effectiveness testing part of planned maintenance system Piping installation diagrams available, correct and up-to-date	Develop programmes and guidelines on maintenance of machinery and electrical equipment	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments with an adequate maintenance system to ensure effective operation of electrical equipment.	% Departments with a management policy on the maintenance of electrical equipments and electrical compliance	Reduced no of incidences

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.3.4 Operation of lifting machine and tackle is safe and done by suitably competent operators	HR National Policies, Acts & Standards Legal requirements Health practitioners	All operators and assistants of lifting machines specifically trained to operate a particular type of chine (including hand signals)	Physical condition of all lifting machines and tackle to comply with standards All Machines/ tackle inspected and tested by a designated competent person in accordance with standards Safe access and emergency escapes available for all lifting machines operated from an elevated position. Efforts made to reduce risks associated with lifting machinery.	Develop programmes and guidelines on maintenance of machinery and electrical equipment	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments with competent operators on the operation of lifting machine and tackle.	% Departments with guidelines on operation of lifting machine and tackle	Reduced no of incidences

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.3.5 *Identify, assess and manage risks associated with motorise equipment*	HR National Policies, Acts & Standards Legal requirements Health practitioners	All drivers/operators trained Specific training syllabus used for different types of vehicles/equipment All drivers/operators issued with a permit/licence for the type of vehicle authorised to operate.	Vehicles in use comply with set specifications All company vehicles Roadworthy/ or condition of equipment sound Particular checklist available for different types of vehicles/equipment Checklist	Develop programmes and guidelines on maintenance of machinery and electrical equipment	Compliance with SABS standards, ISO standards, department of labour, and department of works	No Departments identifying and assessing risks associated with motorise equipment.	% Departments with a with guidelines on identifying and assessing risks associated with motorise equipment	Reduced no of incidences

		Ongoing traffic awareness programme in place Regular publicity given to road safety matter in company media/on bulletin boards/talks etc	correctly and regularly completed by operator or driver. Identified deviations actioned Risk reduction programme in place to minimise risk associated with motorised equipment					

2.4 Good housekeeping maintained and practiced								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.4.1 identify opportunities for prevention or reduction of pollution taking into consideration interested and affected parties.	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of employees on risks associated with pollution	Where potential exists, objectives and targets set to promote pollution reduction Employees familiar with pollution hazards	Develop programmes and on risks associated with pollution	Compliance with SABS standards, ISO standards, department of labour,	No of employees familiar with pollution hazards.	% Departments with aopportunities for prevention or reduction of pollution taking into consideration interested and affected parties	Risks associated with pollution managed

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.4.2 Ensure that competent , experienced persons are assigned for safe staking.	HR National Policies, Acts & Standards Legal requirements Health practitioners	Training of employees on risks associated stacking and storage	Stacks correctly erected as per standards Shelves strong enough to handle weight of items No unstable or hazardous stacks Stacks erected and broken down under supervision according to standards	Develop programmes and on risks associated with stacking and storage	Compliance with SABS standards, ISO standards, department of labour,	No of departments with programmes to minimise the risk to employees and products associated with stacking and storage..	% Departments with people that are competent, experienced in stacking and storage.	Risk associated with stacking and storage of products is minimised

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.4.3 To ensure internal air quality in the workplace meets accepted standards	Finance HR National Policies, Acts & Standards	Technicians trained on the maintenance system of the building and facilities.	Ventilation systems adequate as determined by risk assessments Performance of ventilation systems monitored on a continuous, schedule or ad hoc basis Ventilation systems included in plant maintenance programme	Establish and maintain partnerships with the relevant stake holder	Partnership with the Department of works and department of labour	No of departments with guidelines on natural and artificial ventilation.	% Departments with a ventilation maintenance programme	Well maintained structures and facilities

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
2.4.4 Ensure sufficient light is provided as per survey requirements	Finance HR National Policies, Acts & Standards	Technicians trained on the maintenance system of the building and facilities.	Appropriate lighting, reflective clothing, mirrors are provided to ensure that workers and equipment can be seen	Establish and maintain partnerships with the relevant stake holder	Partnership with the Department of works and department of labour	No of departments with guidelines on sufficient lighting	% Departments with a lighting maintenance programme	Sufficient lighting

Sub-Objective	Success Indicators
3.3 To provide Occupational Risk management and Quality assurance.	• Hazard Identification and risk assessment conducted • OHS audits conducted • Disaster management plans developed, implemented and maintained • Disaster Management plans monitored and evaluated • Risk Assessment reports verified by approved IAA's • Risk assessment controls monitored and evaluated.

3.1. Hazard Identification and risk assessment conducted

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.1.1 Identify and asses occupational hazards and risks in the workplace	Finance HR National Policies,	Trained Health risk Assessors Create awareness among	Systematic approach to identifying and assess risks and impacts	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of risk and occupational hazards identified and assessed	% of departments with a report on occupational hazards and risks	Reduced no if incidences.

	Acts & Standards	employees on	Criteria defined to evaluate risks and impacts Risk/impact assessment methodology defined					

3.2. OHS audits conducted								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.2.1OHS audits conducted in government departments	Finance HR National Policies, Acts & Standards Legal requirements health practitioners	Co-ordinators trained on how to conduct OHS audits	Establish and maintain and audit programme Procedures for periodic management system audits in order	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with guidelines on how to conduct Audits	% of departments with verified audit reports	Reduced no if incidences.

3.3 Disaster Management plans developed, implemented and maintained								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.3.1 Ensure a written emergency plan is available	Finance HR National Policies, Acts & Standards Legal requirements health practitioners	Emergency Response teams trained and included in emergency drills. Co-ordinator trained to take control	Copies of plan or parts thereof available to all employees. Planned routes established for easy access to medical facilities/assembly points Provision made for emergency referral to doctor/hospital Plan to include	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with guidelines and policy on emergency preparedness plan	% of Departments With an emergency preparedness plan	Severity and impact of emergencies minimised

			disaster planning emergency response team structure Plan to evacuate disabled persons					

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.3.2. Ensure emergency response teams that are suitable for the type of operations available and trained in their duties for emergency	Finance HR National Policies, Acts & Standards	Emergency Response teams trained and included in emergency drills. Co-ordinator trained to take control	Regular drills in line with identified emergency scenarios carried out Emergency response teams are familiar with potential risks and limitations of PPE associated with identified emergency scenarios.	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	The no of teams trained in their duties for emergency	% of departments with emergency response teams that are suitable for the type of operations available and trained in their duties for emergency	Severity and impact of emergencies minimised

Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.3.3 Ensure a dedicated control center is available and an alternative in the event of the main center being rendered inoperative.	Finance HR National Policies, Acts & Standards	Emergency Response teams trained and included in emergency drills. Co-ordinator trained to take control	Control center fitted with necessary communications and/or other emergency equipment plan Emergency equipment to control environmental emergencies available and in good working conditions(e.g. spills)	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with guidelines and policy on emergency preparedness plan	% departments with a dedicated control center	Severity and impact of emergencies minimised

3.4. Disaster Management plans monitored and evaluated								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.4.1 Develop a disaster management monitoring and evaluation plan	Finance HR National Policies, Acts & Standards	Train employees on monitoring and evaluation	A monitoring plan developed and available	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with a monitoring and evaluation plan	% of departments implementing the monitoring and evaluation plan on disaster management	Reduced no of incidences in the workplace.

3.5 Risk Assessment reports verified by approved IAA's								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.5.1 Ensure that all risk assessment reports are verified and safely maintained	Finance HR National Policies, Acts & Standards	Train employees on risk assessments	Records shall be maintained Records shall be legible, identifiable and traceable to the activities involved.	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with risk assessment reports	% of departments with verified risk assessment reports	Reduced occupational risks.

3.6. Risk Assessment controls monitored and evaluated								
Objectives	Inputs	ACTIVITIES/PROCESSES				INDICATORS FOR THE POLICY IMPLEMENTATION		
		Capacity Building	Organisational Support	Governance and Institutional Development	Economic Growth and Development	outputs	outcomes	Impact
3.6.1 Establish controls to monitor and evaluate risk assessments	Finance HR National Policies, Acts & Standards	Train employees on monitoring and evaluation	Controls developed to monitor and evaluate.	Clearly indicating the role players from all levels and functions of the organisation	Partnerships with the relevant stakeholders.	No of departments with a monitoring and evaluation plan	% of departments implementing the monitoring and evaluation controls on risk assessments.	Reduced no of incidences in the workplace.

STEP- BY-STEP GUIDE FOR IMPLEMENTATION OF THE SAFETY HEALTH ENVIRONMENT RISK AND QUALITY MANAGEMENT POLICY IN THE PUBLIC SERVICE

ANNEXURE C

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1. INTRODUCTION

The Employee Health and Wellness Strategic Framework (EHWSF) serves as a broad guideline for the implementation of Employee Health and Wellness in the Public Service. Safety Health Environment Risk and Quality (SHERQ) is one of the four pillars in the EHWSF, of which a policy have been developed. This Step-by-Step Guide is meant to operationalise the implementation of the SHERQ Policy in a sequential manner. Departments are guided to focus on five key elements for implementation, namely:

- Commitment and SHERQ Policy
- Planning of the SHERQ system
- Implementation and operation of the SHERQ system
- SHERQ system evaluation, corrective and preventive action
- SHERQ review

The guide will form the basis for development of the workplace SHERQ Standard Operating Procedure, against which departmental management systems can be assessed and graded.

2. PURPOSE

This guide is intended for implementation by all Public Service departments to assist them to:

2.1 Establish, maintain and improve on SHERQ systems;

2.2 Assure each department of its conformance with its stated SHERQ policy;

2.3 Demonstrate such conformance to others;

3. TERMS AND DEFINITIONS

For the purpose of this Guide, the following terms and definitions apply.

3.1 Accident

Undesired event giving rise to death, ill health, injury, damage or other loss.

3.2 Audit

A systematic and, wherever possible, independent examination to determine whether activities and related results conform to planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve the departments policy objectives.

NOTE: The word independent here does not necessarily mean external to the department.

3.3 Continual improvement

Process of enhancing the SHERQ management system to achieve improvements in the overall business performance in line with the department's SHERQ policy

NOTE: The process need to take place in all areas of activity simultaneously.

3.4 Document Control

Procedure(s) for ensuring effective management of procedures and other system documents.

3.5 Environment

Surroundings in which an organisation operates; this includes the natural environment (air, land, water, natural resources, fauna and flora) and the community (humans, their interactions and social, cultural , economic and bodily well-being).

3.6 Hazard

Source or situation with a potential for harm in terms of injury or ill-health at the workplace and/or in the environment

3.7 Hazard Identification

Process of recognizing that a hazard exists and defining its characteristics

3.8 Incident

Undesired event that has the potential to lead to accident or harm to people or the environment.

NOTE: The term “incident” therefore includes accidents, no-loss incidents called “near-misses” and any event that causes or has a potential to cause harm to people or the environment.

3.9 Non-conformance

Any deviation from work standards, practices, procedures, regulations, management system performance etc. that could either directly or indirectly lead to injury or illness, property damage, damage to the workplace environment, or a combination of these.

3.10 Objectives

Goals, in terms of SHERQ performance, that a department sets itself to achieve.

3.11 Occupational safety, health and environment

Conditions and factors that affected the health and/or well-being of employees, temporary workers, contract personnel, visitors and any other person in the workplace and their environment.

3.12 Organisation

Department, company, operation, firm, enterprise, institution or association, or part thereof, whether incorporated or not, public or private, that has its own functions and administration.

NOTE: For Organisations with more than one operating unit, a single operating unit may be defined as an organisation

3.13 Performance

Measurable results of the SHERQ management system, related to the organisation's control of health risks, based on its SHERQ policy and objectives.

NOTE: Performance measurement includes measurement of SHERQ management activities

3.14 Risk

Combination of the likelihood and consequence(s) of a specified hazardous event occurring

3.15 Risk Assessment

Overall process of estimating the magnitude of risk and deciding whether or not the risk is tolerable

3.16 Safety

Freedom from unacceptable risk of harm

3.17 SHERQ management policy

Statement of intent for SHERQ status improvement through the SHERQ management system

3.18 SHERQ Management programme

The action plan(s) required to manage the achievement of SHERQ targets

3.19 SHERQ Management System

The part of the overall management system which facilitates the management of the SHERQ risks associated with the business of the organisation.

NOTE: The SHERQ management system includes the organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the organisation's SHERQ policy

3.20 Stakeholder

Individual or group concerned with or affected by the SHERQ performance of a department

4. ELEMENTS OF THE SHERQ SYSTEM

The Department shall establish and maintain a SHERQ system. There are a number of elements that make up a successful SHERQ system. These elements are shown in Figure 1.

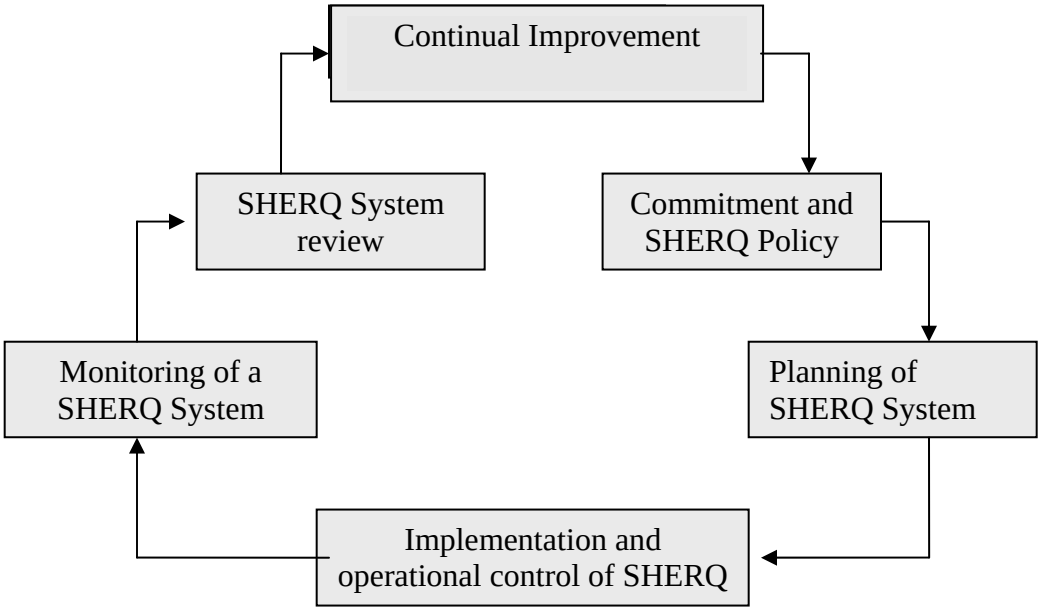

Figure 1: Elements of the SHERQ System

4.1 ELEMENT 1: COMMITMENT AND SHERQ POLICY

This element comprises of the following sub-elements or activities:

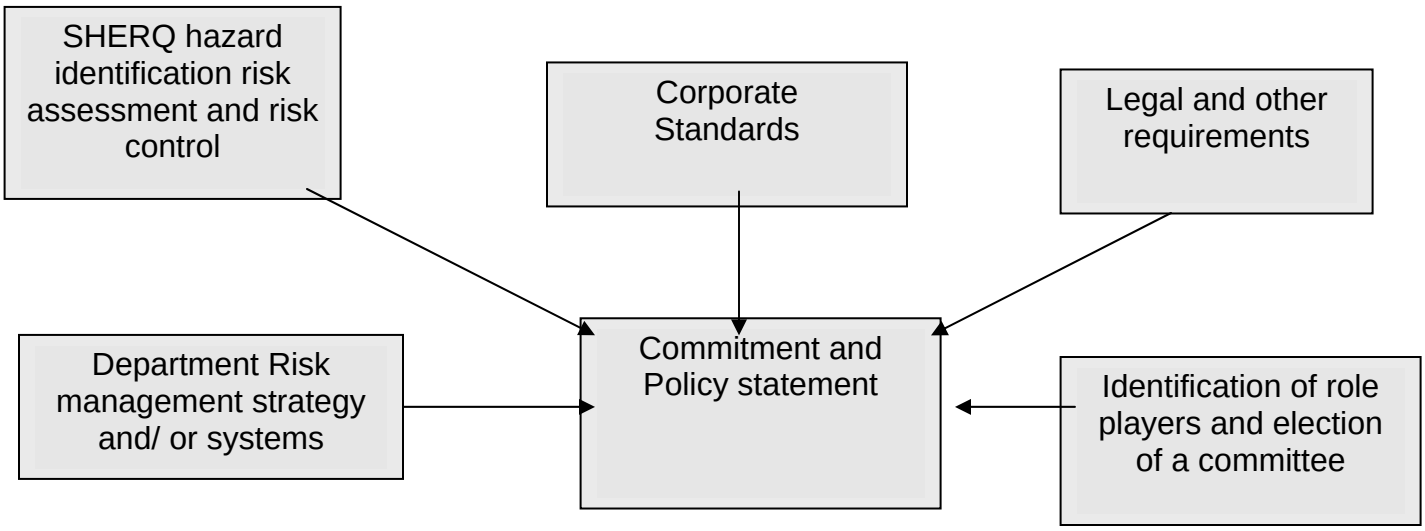

Figure 2: Input in the formulation of a SHE management policy

There shall be a SHERQ policy authorized by the Head of Department (HOD) that clearly states overall SHERQ objectives and a commitment to improve the health. wellbeing, and productivity of employees.

The policy shall:

a) Be appropriate to the nature and scale of the organisation's SHERQ risks and impacts;

b) Address is aligned to the SHERQ hazard identification and risk assessment outcomes;

c) Include a commitment to continual improvement of the SHERQ system;

d) Include a commitment to at least comply with current applicable legislation and with other requirements to which the department subscribes;

e) provides a framework for setting and reviewing SHERQ objectives and targets;

f) is documented, implemented, maintained and communicated to all employees;

g) is available to all interested and affected parties; and

h) is reviewed periodically to ensure that it remains relevant and appropriate to the Department's SHERQ risks.

4.2 ELEMENT 2: PLANNING OF THE SHERQ SYSTEM

This element comprises of the following sub-elements and activities:

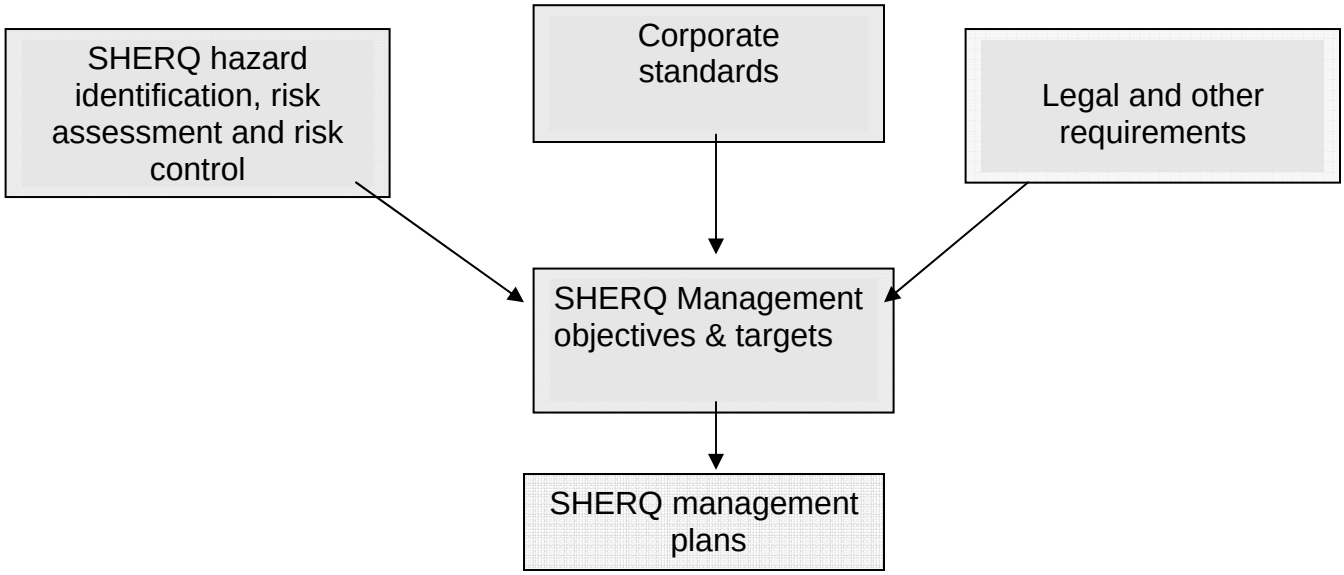

Figure 3: Inputs for planning SHERQ management system

4.2.1 Identification of SHERQ hazards, risk assessment and risk control.

The department shall establish and maintain procedures for the ongoing systematic identification of SHERQ hazards, the assessment of the risk and the implementation of necessary control measures.

The department shall consider all its activities, products and services that may have an impact on the SHERQ system performance that it can control and over which it is expected to have an influence. These shall include:

a) Routine and non routine activities emergency activities;
b) Activities of all personnel having access to the workplace (including subcontractors and visitors);
c) Facilities at the workplace, whether provided by the department or others;
d) Community and social factors.
e) New projects and developments
f) Changes and modifications (internal and external).

The department's methodology for Ill-Health determinant identification and risk assessment shall:

ii) be defined with respect to its scope, nature and timing and review;
iii) provide for the classification of risks and identification of appropriate controls
iv) take into consideration operating risks that can impact on SHERQ
v) provide input into the determination of facility requirements, identification of training needs, and/or development of management system controls;
vi) provide for the monitoring of required actions to ensure both the effectiveness and timeliness of their implementation.

The departments shall ensure that the results of these assessments and the effects of these controls are considered when setting its SHERQ management objectives and targets. The department shall document this information ad keep it up to date. Where applicable, the department shall communicate to all employees and affected parties the SHERQ hazard they may be exposed to in the workplace and/or the environment due to the departments operations.

4.2.2 SHERQ related legal and other requirements

The organization shall establish and maintain a procedure for:

a) Identifying
b) Accessing, and
c) Interpreting the legal and other requirements that are applicable to ensure effective SHERQ management and continual improvement of the system.

The department shall:

a) Keep this information up to date
b) Communicate relevant information on legal and other requirements to its employees and other relevant interested parties, and
c) Designate responsibility and authority for achievement of the legal and other requirements at relevant functions and levels of the organization.

4.2.3 SHERQ system objectives and targets

The department shall establish and maintain documented SHERQ objectives, at each relevant function and level within the department. Objectives should be quantified wherever practicable.

When establishing and reviewing its SHERQ objectives and targets, the department shall consider its

a) legal and other requirements,
b) its SHERQ-related risks,
c) its technological options,
d) its financial and operational and business practicalities

It shall also consider the views of interested and affected parties.

The objectives shall be consistent with the SHERQ policy, including the commitment to continual improvement and prevention of health risk exposures.

4.2.4 SHERQ management programmes

The department shall establish and maintain SHERQ management programme or programmes for achieving its objectives and targets.

This shall include documentation of:

a) The designated responsibility and authority for achievement of the objectives and targets at relevant functions and levels of the department;
b) The means and time frames by which objectives are to be achieved.

The SHERQ management programme(s) shall be reviewed at regular and planned intervals. New developments or modified activities, products or services shall be accompanied with programme(s) or amended programme(s) that are related and relevant.

The department shall communicate to employees and affected parties, where applicable, the objectives and targets that ay be affected by their activities to make them aware of and ensure compliance with the SHERQ policy.

4.3 ELEMENT 3: IMPLEMENTATION AND OPERATION OF THE SHERQ MANAGEMENT SYSTEM

This element comprises of the following sub-elements and activities:

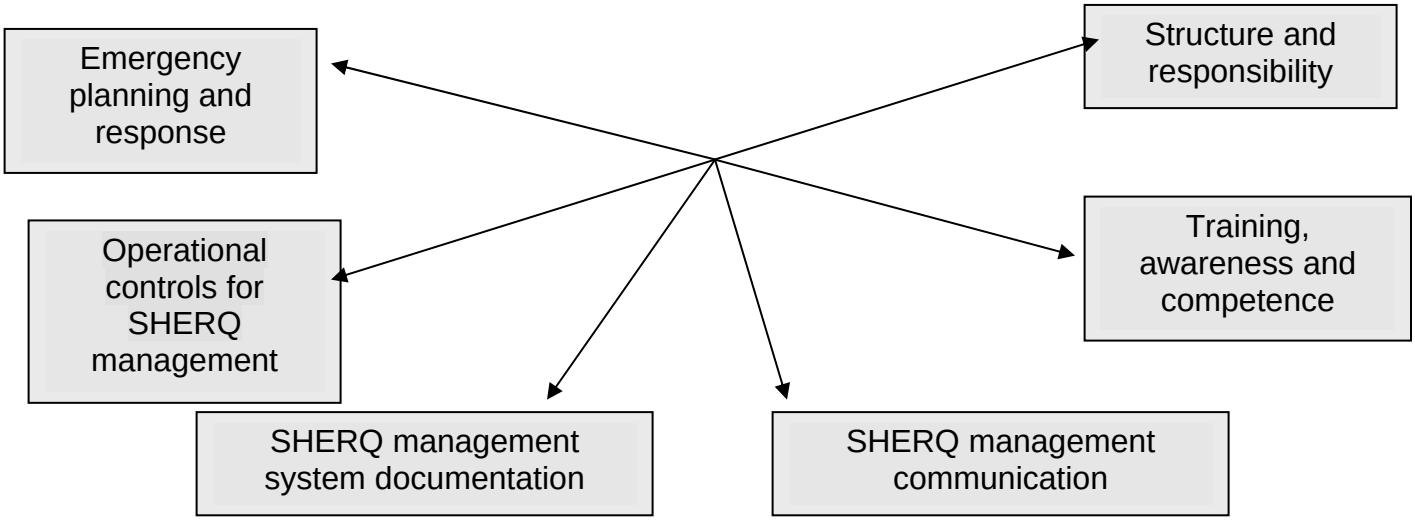

Figure 4: Inputs for implementation and operation of the SHERQ management system.

4.3.1 SHERQ structure, responsibility and accountability.

The department shall define, and communicate roles, responsibilities and authorities for effective SHERQ management.

Management shall provide resources essential to the implementation and control of management of the SHERQ management system. Resources include human resources, specialized skills, technology and financial resources.

The department's senior management shall appoint one or more specific management representatives who, irrespective of other responsibilities, shall have defined roles, responsibilities and authority for ensuring that:

a) SHERQ management system requirements are established,

Implemented and maintained in accordance with this Standard ;

b) Regular reports on the performance of the SHERQ system are presented to top management for review; and

c) The workforce and community are adequately represented by SHERQ representatives on the SHERQ management committee.

4.3.2 SHERQ training, awareness, and competence

The departments shall ensure that personnel shall be competent to perform tasks that may impact on SHERQ in the workplace. Competence shall be defined in terms of appropriate education, training and/or experience.

The department shall identify, documented and review SHERQ training needs on an ongoing basis. All personnel whose work may create a risk to SHERQ system performance shall receive appropriate training. The organization shall review the suitability and effectiveness of the training programme on a regular basis.

The department shall establish and maintain procedures to ensure that its employees working at each relevant function and level are aware of:

a) The importance of conformance to the SHERQ policy and procedures, and to the requirements of the SHERQ management system;
b) The significant SHERQ hazard to which they are exposed;
c) Their roles and responsibilities in achieving such conformance;
d) The potential consequences of departure from the SHERQ policy and procedures and requirements of the SHERQ system; and
e) The potential consequences of departure from specified operating procedures
f) The emergency preparedness and response requirements.

Personnel performing tasks which can cause significant SHERQ risks shall be competent on the basis of appropriate education, training and/or experience.

Training procedures shall take into account differing levels of:

a) Responsibility, ability and literacy: and
b) Risk

4.3.3 SHERQ system communication

The department shall establish and maintain procedures for:

a) Internal communication between the various levels and functions of the department;
b) Receiving, documenting and responding to relevant communication from external interested parties.

Employees shall be:

a) Involved in the development and review of policies and procedures to manage health risk exposures;
b) Informed of the SHERQ hazards and the risks they are exposed to or have an influence over;
c) Consulted where there are any changes that affect workplace environment;
d) Represented on SHERQ-related occupational health and safety matters; and
e) Informed as to who are their SHERQ representative and specified management appointee.

4.3.4 SHERQ system documentation

The department shall establish and maintain information, in a suitable medium such as paper or electronic form, that:

a) Describes the core elements of the management system and their interaction;

b) Provides direction to related documentation.

NOTE: It is important that documentation is kept to the minimum required for effectiveness and efficiency.

4.3.5 SHERQ document control

The department shall establish and maintain procedures for controlling all documents and data required by the National and International SHERQ System specifications to ensure that:

a) They can be located;

b) They are periodically reviewed, revised as necessary and approved for adequacy by authorized personnel;

c) Current versions of relevant documents and data are available at all locations where operations essential to the effective functioning of the SHERQ system are performed;

d) Obsolete documents and data are promptly removed from all points of issue and points of use or otherwise assured against unintended use; and

e) Archival documents and data retained for legal or knowledge preservation purposes, or both, are suitably identified.

All documentation shall be legible, dated and readily identifiable, maintained in an orderly manner and retained for a specific period. Procedures and responsibilities shall be established and maintained concerning the creation and modification of the various types of documents.

4.3.6 SHERQ operational control

The department shall identify those operations and activities that could influence the status of the SHERQ system and exposure risks where management actions need to be applied. The department shall plan these activities in order to ensure that they are carried out under specified conditions by:

a) Establishing and maintaining documented procedures to cover situations where their absence could lead to deviations from the SHERQ policy and objectives thereof;

b) Stipulating operational controls and/or criteria in the procedures

c) Establishing and maintaining procedures related to the identified significant SHERQ risks of goods, equipment and services purchased or used by the organisation.

d) communicating relevant procedures and requirements to suppliers and contactors.

e) Establishing and maintaining procedures for the design of workplaces, processes, installations, machinery, operating procedures and work organisation, including their adaptation to human capabilities, in order to eliminate or reduce SHERQ risks at their sources.

4.3.7 Emergency response and control of the SHERQ system

The department shall establish and maintain plans and procedures to:

a) identify the potential for, and responses to incidents and occupational emergency situations, and
b) for preventing and mitigating the likely health risk exposure that may be associated with them.

The department shall communicate plans and procedures to all employees and interested and affected parties, where applicable.

The procedure(s) shall include the periodic testing and maintenance of all emergency equipment for effectiveness.

The department shall periodically review its related emergency preparedness and response plans and procedures, in particular after the occurrence of incidents or emergency situations. The department shall periodically test such procedures where practicable.

4.4 ELEMENT 4: SHERQ SYSTEM EVALUATION, CORRECTIVE AND PREVENTIVE ACTION

This element comprise of the following sub-elements and activities:

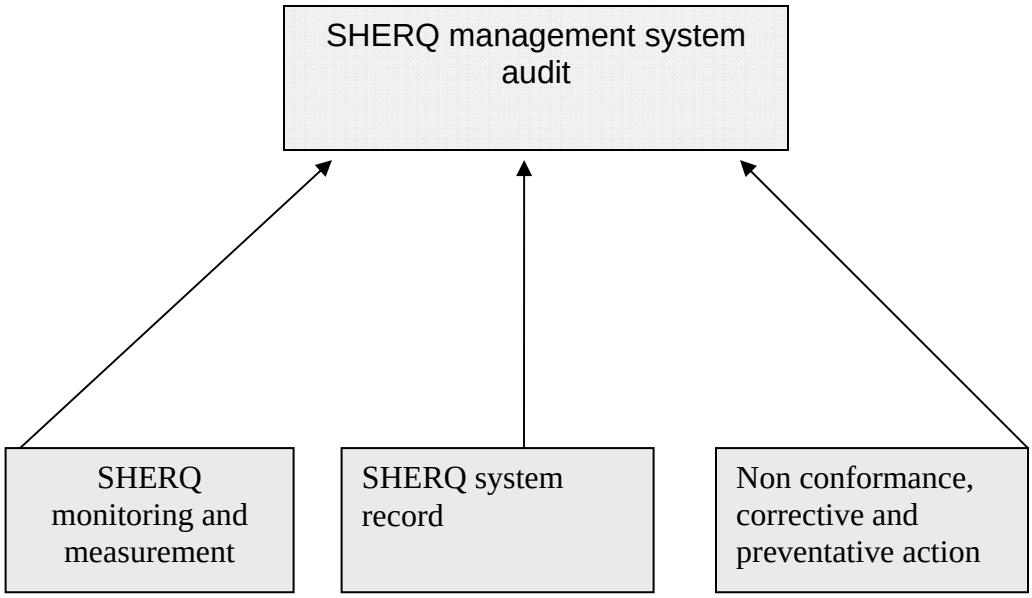

Figure 5: SHERQ checking and corrective action

4.4.1 SHERQ performance measurement and monitoring

The department shall establish and maintain documented procedures to monitor and measure SHERQ system performance regularly. These procedures shall provide for:

a) Both qualitative and quantitative measures, appropriate to the needs of the department;
b) Monitoring of the extent to which the department's SHERQ objectives and targets are met;
c) Proactive measures of performance that monitor compliance with the SHERQ system, management system controls and applicable legislation and regulatory requirements;
d) Reactive measures of performance to monitor incidents(including near-misses) and other historical evidence of a deficient SHERQ system;
e) Recording of data and results of monitoring and measurement sufficient to facilitate subsequent corrective and preventive actions.
f) Periodically evaluating compliance with relevant legislation and regulations

If monitoring equipment is required for performance measurement and monitoring, the department shall establish and maintain procedures for the calibration and maintenance of such equipment. Records of calibration and maintenance activities and results shall be retained according to the department's procedures. The department shall establish and maintain a documented procedure for periodically evaluating compliance with relevant SHERQ-related legislation and regulations.

4.4.2 SHERQ incidents, non-conformances, corrective and preventive action

The department shall establish and maintain procedures for defining responsibility and authority for the handling and investigation of:

a) accidents

b) Incidents
c) Non-conformances;
d) Action taken to mitigate any consequences arising from incidents or non-conformances;
e) The initiation and completion of corrective and preventive actions;
f) Confirmation of the effectiveness of corrective and preventive actions taken.

These procedures shall require that all proposed corrective and preventive actions should be reviewed through the risk assessment process prior to implementation.

Any corrective or preventive action taken to eliminate the causes of actual and potential non-conformances shall be appropriate to the magnitude of problems and commensurate with the health risk encountered.

The department shall implement and record any changes in the documented procedures resulting from corrective and/or preventive action.

4.4.3 SHERQ records

The department shall establish and maintain procedures for the identification, maintenance and disposition of SHERQ-related records, as well as the results of audits and reviews.

SHERQ-related records shall be legible, identifiable and traceable to the activities involved. SHERQ-related records shall be stored and maintained in such a way that they are readily retrievable and protected against damage, deterioration or loss. Their retention times shall be established and recorded.

Records shall be maintained, as appropriate to the system and to the department, to demonstrate conformance to the SOP.

4.4.4 SHERQ system audit

The department shall establish and maintain an audit programme and procedures for periodic SHERQ system audits to be carried out, in order to:

a) Determine whether or not the SHERQ system
   I. conforms to planned arrangements for SHERQ including the requirements of this SHERQ Standard specification;
   II. has been properly implemented and maintained; and
   III. is effective in meeting the department's policy and objectives;

b) Review the results of previous audits;

c) Provide information on the results of audits to management.

The audit programme, including any schedule, shall be based on the results of risk assessments of the department's activities, and the results of previous audits. The audit procedures shall cover the scope, frequency, methodologies and competencies, as well as the responsibilities and requirements for conducting audits and reporting results.

Wherever possible, audits shall be conducted by personnel independent of those having direct responsibility for the activity being examined.

NOTE: The word "independent" here does not necessarily mean external to the department.

4.5 ELEMENT 5: SHERQ SYSTEM REVIEW

4.5.1 SHERQ system review

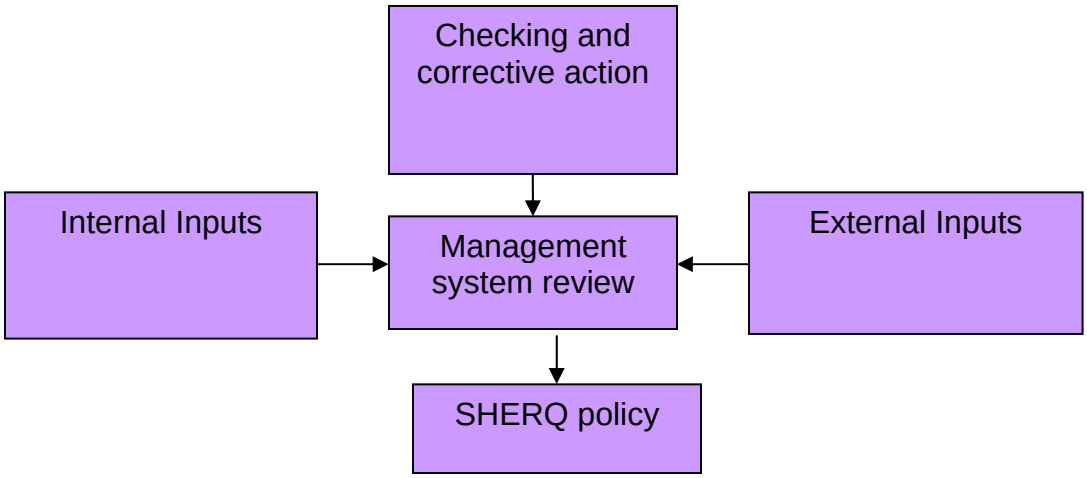

Figure 6: SHERQ management system review elements

The department's senior management shall, at intervals that it determines, review the SHERQ system, to ensure its continuing suitability, adequacy and effectiveness. The management review process shall ensure that the necessary information is collected to allow management to carry out this evaluation. This review shall be documented.

The management review shall address the possible need for changes to policy, objectives and other elements of the SHERQ system, in the light of SHERQ system audit results, changing circumstances and the commitment to continual improvement.