WELLNESS MANAGEMENT POLICY

FOR THE PUBLIC SERVICE

ANNEXURE A

TABLE OF CONTENTS

ABBREVIATIONS 4

PART A: GENERAL
1. INTRODUCTION . 4
2. SCOPE 5
3. OBJECTIVE 5
4. MISSION 5
5. PRINCIPLES 5
6. LEGAL FRAMEWORK 6
7. DEFINITIONS 7
8. ROLE PLAYERS 11
9. FINANCIAL IMPLICATIONS 11
10. IMPLEMENTATION 11
11. MONITORING AND EVALUATION 11
12. REVIEWS 11

PART B: IMPLEMENTATION OF POLICY OBJECTIVES: PHYSICAL WELLNESS
1. AIM 12
2. POLICY PRINCIPLES 12
3. POLICY MEASURES 12
4. PROCEDURAL ARRANGEMENT 12

PART C: IMPLEMENTATION OF POLICY OBJECTIVES: PSYCHO-SOCIAL WELLNESS
1. AIM 13
2. POLICY PRINCIPLES 13
3. POLICY MEASURES 13
4. PROCEDURAL ARRANGEMENTS 13

PART D: IMPLEMENTATION OF POLICY OBJECTIVES: ORGANIZATIONAL WELLNESS
1. AIM 14
2. POLICY PRINCIPLES 14
3. POLICY MEASURES 14
4. PROCEDURAL ARRANGEMENTS 14

PART E: IMPLEMENTATION OF POLICY OBJECTIVES: WORK-LIFE BALANCE
1. AIM 15
2. POLICY PRINCIPLES 15
3. POLICY MEASURES 15
4. PROCEDURAL ARRANGEMENTS 15

ANNEXURE B: GENERIC IMPLEMENTATION PLAN
ANNEXURE C:STEP-BY-STEP GUIDE FOR POLICY IMPLEMENTATION
ANNEXURE D: SYSTEMS MONITORING TOOL

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COIDA	Compensation for Occupational Injuries and Diseases Act
DG	Director General
DoH	Department of Health
DoL	Department of Labour
DPSA	Department of Public Service and Administration
EAP	Employee Assistant Programme
EH&W	Employee Health and Wellness
EH&WSF	Employee Health & Wellness Strategic Framework
HR	Human Resource
ILO	International Labour Organisation
IR	Industrial Relations
ISO	International Standardization Organisation
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HPM	Health and Productivity Management
HR	Human Resources
HRD	Human Resource Development
MDG's	Millennium Development Goals
M&E	Monitoring and Evaluation
NEPAD	New Partnership for Africa's Development
OD	Organisational Development
OHS	Occupational Health and Safety
PILIR	Policy and Procedure on Incapacity Leave& Ill-Health Retirement
QWL	Quality of Work Life
ROI	Return on Investment
SABS	South African Bureau of Standards
WEF	World Economic Forum
WLB	Work Life Balance
WHO	World Health Organisation

PART A: GENERAL

1. INTRODUCTION

1.1 Wellness Management emerged as a priority due to increasing recognition that the health and wellbeing of employees directly impacts on productivity of the entire organization. As employees are the life-blood of the organization it is vital to help them produce at their optimum levels. The World Health Organization's Global Plan of Action on Workers Health 2008-2017 states that workers represent half the world's population and they are major contributors to economic development. It calls for effective interventions to prevent occupational hazards and to protect and promote health at the workplace and access to occupational health services.

1.2 Work is central to people's well-being, in addition to providing income; work can pave the way for broader social and economic advancement, strengthening individuals, their families and communities. The Public Service seeks to contribute to the Decent Work Agenda to achieve sustainable development that is centred on people. Decent Work is a key element to build fair, equitable and inclusive societies being based around the principles of employment creation, workers' rights, equality between women and men, social protection and social dialogue. This Agenda addresses the four priority areas of tackling unemployment, underemployment and poverty; the role of social protection in poverty-reducing development; social exclusion and the effects of HIV & AIDS; and tackling HIV & AIDS in the world of work.

1.3 The ILO Promotional Framework for Occupational Safety Convention No.187 June 2006, provides for the creation of a National Policy on occupational safety and health; National System for Occupational safety and health; National Programme on Occupational safety and health; and National Preventive safety and health culture in which the right to a healthy and safe environment is respected at all levels. In accordance with the ILO Promotional Framework, the Public Service seeks to develop policies, systems, programmes and a preventative culture to promote the wellbeing of Public Servants.

1.4 Both personal and workplace factors influence overall wellness and employee performance. Individual wellness in this policy is viewed as the promotion of the physical, social, emotional, occupational, spiritual, financial, and intellectual wellness of individuals. This is attained by creating an organisational climate and culture that is conducive to wellness and comprehensive identification of psycho-social health risk.

1.5 The development of this policy, based on the EHW Strategic Framework for the Public Service (2008) was a departure from the Employee Assistance Programme (EAP), which was limited in scope and practice and was more reactive than proactive. This Wellness Management programme is largely preventative in nature focusing on both primary (avoid the risk or condition) and secondary (minimize the effects of the condition) prevention. This is against the analysis done by many epidemiological and health information and medical aid cost driver trend reports such as the Key Health Trends from the Government Employee Medical Scheme (GEMS) and other medical aid schemes. It confirms the trends of psychosocial problems, organisational climate assessments of hostile physical and psychosocial working environments.

1.6 This policy serves as a broad guide for government Public Service organisations in responding to Wellness in the Public Service world of work. It specifically provides line departments with guidelines on

how to implement Wellness Management programmes in the workplace. Practically, the policy seeks to strengthen and improve the efficiency of existing services, programmes and infrastructure and introduce additional interventions based on recent advances in knowledge. The policy should be read in conjunction with the EH&W Strategic Framework (2008), Step-by-Step Implementation Guide and the Systems M&E Tool.

2. SCOPE

This policy is applicable to all National and Provincial Departments as contemplated in the Public Service Act 1994.

3. OBJECTIVES

The objectives of this policy are to:

3.1 Meet wellness needs of Public Servants through preventative and curative measures.
3.2 Promote the physical, social, emotional, occupational, spiritual, financial, and intellectual wellness of individuals.
3.3 Create an organizational climate and culture that is conducive to wellness and comprehensive identification of psycho-social health risks.
3.4 Promote Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.

4. MISSION

The Public Service is committed to the promotion of health and wellbeing of Public Servants and their families through comprehensive wellness programmes.

5. PRINCIPLES

The Wellness Management programme is underpinned by the following principles:

5.1 Employees utilizing the Wellness Management programme are assured of confidentiality, except in cases of risk to self and others or in terms of legislation.
5.2 Only registered professionals will be allowed to provide therapeutic interventions.
5.3 As far as possible the generic principles of respect for autonomy, non-malfeasance, beneficence, and distributive justice will guide the actions of all professionals working in the field of Wellness Management.
5.4 Focus on all levels of employment.
5.5 Cohesiveness with HRD processes.
5.6 Policy coherence: policy measures should not contradict the measures of other related policies in the Public Service, e.g Department of Health, Social Development etc.
5.7 Coherence of models: the service delivery models should offer the same package to Public Servants in spite of it being in-house, outsourced or Departments of Health collaboration.
5.8 Programme coherence: The programme/ protocols that are offered should not contradict each other in various Departments.

5.9 Flexibility and adaptability.
5.10 Maintaining a performance focus.
5.11 Responding to the needs of designated employees (e.g people with disabilities and women).
5.12 **Voluntary Participation:** Employees participation in the programme is voluntary.

6. LEGAL FRAMEWORK

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

6.1 INTERNATIONAL INSTRUMENTS UNDERPINNING WELLNESS MANAGEMENT WITHIN THE PUBLIC SERVICE

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 Decent Work Agenda 2007-2015
6.1.4 ILO Promotional Framework for Occupational Safety Convention 2006
6.1.5 United Nations Convention on the Rights of People with Disabilities
6.1.6 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
6.1.7 The Beijing Declaration and its Platform for Action, 1995 (+10)
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

6.2 LEGAL FRAMEWORK FOR WELLNESS MANAGEMENT WITHIN THE PUBLIC SERVICE

6.2.1 Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)
6.2.2 Labour Relations Act, 1995 (Act No. 66 of 1995)
6.2.3 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
6.2.4 Compensation for Occupational Diseases and Injuries Act, 1993 (Act No.130 of 1993)
6.2.5 Employment Equity Act, 1998 (Act No.55 of 1998)
6.2.6 Disaster Management Act, 2002 (Act No. 57 of 2002) and National Disaster Management Framework
6.2.7 Tobacco Products Control Amendment Act, 1999 (Act No. 12 of 1999)
6.2.8 The Promotion of Equality and the Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
6.2.9 Mental Health Care Act, 2002 (Act No.17 of 2002)
6.2.10 National Sports and Recreation Act, 1998 (Act No. 110 of 1998)

6.3 STRATEGIC FRAMEWORKS APPPLICABLE TO WELLNESS MANAGEMENT WITHIN THE PUBLIC SERVICE

6.3.1 National Strategic Plan on HIV&AIDS 2007-2011
6.3.2 National Strategic Framework on Stigma and Discrimination
6.3.3 National Occupational Health and Safety Policy of 2005
6.3.4 EAPA-SA Standards 2002
6.3.5 Mental Health Care Regulations 14 February 2003
6.3.6 The Public Service Regulations, 2001 as amended.

6.4 ECONOMIC AND SOCIAL POLICY, PROGRAMMES AND STRATEGY

6.4.1 Presidential, Provincial Pronouncements and Budget Speech
6.4.2 Integrated Development Plans (IDPs)
6.4.3 Medium Term Strategic Framework
6.4.4 National Spatial Development Strategies
6.4.5 Provincial Growth and Development Strategies

7. DEFINITIONS

In this policy any term to which a meaning has been assigned in the Public Service Act bears that meaning, unless the context otherwise indicates-

7.1 "Wellness" is an active process through which organizations become aware of, and make choices towards a more successful existence. For both the individual and the organization, the concept of wellness is one where active steps can be taken to reduce chronic disease and mitigate its debilitating impact on personal lives and organizational productivity (World Economic Forum).

7.2 "Physical Wellness" promotes taking care of your body for optimal health and functioning.

7.3 "Social Wellness" emphasizes the positive and interdependent relationship with others and nature.

7.4 "Psychological Wellness" is a dynamic state that is influenced by and influences our physical, intellectual, spiritual and social lives.

7.5 "Spiritual Wellness" refers to integrating our beliefs and values with our actions; it enhances the connection between mind, body and spirit.

7.6 "Intellectual Wellness" is the utilization of human resources and learning resources to expand knowledge and improve skills.

7.2 "Financial Wellness" is the ability to maintain a fully developed and well balanced plan for managing one's financial life that is integrated with personal values and goals.

7.8 "The Health and Wellness Coordinator" is an employee tasked with the responsibility to coordinate the implementation of wellness programmes. The Wellness Coordinator can be professionally trained and registered with a relevant statutory body to perform therapeutic interventions, if not, such cases should be referred.

7.9 "The Head of Department" means head of a national department, the office if the premier, a provincial department, or a head of a national or provincial component, and includes any employee acting in such post.

7.10 "The Designated Senior Manager" means a member of the Senior Management Services (SMS) who is tasked with championing the Wellness Management programme within the Public Service workplace.

7.11 "The Employee" means a person appointed in terms of the Public Service Act 1994 and Employment of Educators Act No. 76 of 1998.

7.12 "The Health and Wellness Committee" is a committee that is established by the HOD to initiate, develop, promote, maintain and review measures to ensure the wellness of employees at the workplace. This is a multi-disciplinary team consisting of relevant representatives as indicated by different Departments.

7.13 "The peer Educator" is an employee who is trained in working with his/her peers, sharing information and guiding a discussion using his/her peer experience and knowledge.

7.14 "The Steering Committee" is a committee established by DPSA, for all components of Human Resource Management and Development at provincial and national levels. This Committee serves as a vehicle of coordination, communication, collaboration, and consultation of the EH&W programmes.

7.15 "Immediate Family" means spouse and children or as determined by the Department.

7.16 "Work-Life Balance" the achievement of equality between time spent working and one's personal life (Webster).

8. ROLE PLAYERS

This policy involves the following role players:

8.1 The Head of Department:

8.1.1 Ensures development and implementation of a written policy on managing the wellbeing of both the employees and the organization

8.1.2 Appoints a designated Senior Manager to champion the Wellness Management programmes in the workplace

8.1.3 Ensures the provision of resources for the implementation of Wellness programmes in the Department.

8.1.4 Establishes a Wellness Management committee that will oversee the implementation of Wellness programmes in the workplace and consult with the committee with a view of initiating, developing, promoting, maintaining and reviewing measures to ensure the wellbeing of employees at work.

8.2 The Designated Senior Manager:

8.2.1 Structures, strategize, plan and develops holistic employee wellness programmes

8.2.2 Manages employee wellness strategies and policies, e.g. wellness promotion and wellness facilities within budgetary guidelines

8.2.3 Aligns and interface organizational wellness policy with other relevant policies and procedures

8.2.4 Liaises with, manage and monitor external employee wellness service providers

8.2.5 Plans interventions based on risk and needs analysis

8.2.6 Monitors and evaluates implementation of wellness interventions

8.2.7 Establishes a Peer Education programme

8.2.8 Promotes capacity development Initiatives to:

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

8.2.9 Establishes organizational support initiatives to:

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

8.2.10 Establishes governance and institutional development initiatives to:

a) Ensure the functioning of a Wellness Management Committee
b) Obtain Stakeholder commitment and development
c) Develop and implement an ethical framework for Wellness Management
d) Develop and implement management standards for wellness
e) Develop and maintain an effective communication system
f) Develop and implement a system for monitoring, evaluation, and impact analysis.

8.2.11 Establish economic growth and development initiatives to:

a) Mitigate the impact of unhealthy employees 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.

8.3 The Wellness Coordinator:

8.3.1 Coordinates the implementation of wellness programmes, projects and interventions
8.3.2 Plans, monitors and manages Wellness programmes according to strategies, policies and budgetary guidelines
8.3.3 Makes provision for counseling to individual employees and to their immediate family members
8.3.4 Identifies personal development needs for individual employees
8.3.5 Analyzes and evaluates data and communicate information, statistics and results to various stakeholders and management
8.3.6 Coordinates activities of Peer Educators
8.3.7 Promotes work-life balance for employees
8.3.8 Provides information regarding nutrition and monitors canteen services
8.3.9 Oversees the functioning of the gymnasium and other physical and recreational activities at the workplace (if applicable).

8.4 The Peer Educator:

8.4.1 Acts as a focal point for the distribution of evidence-based and generic health and wellness promotional material at the workplace (all functions shall be performed as far as possible during normal working hours and shall be included in their performance agreement).
8.4.2 Takes initiative to implement awareness activities, or to communicate health and wellness information at the workplace
8.4.3 Acts as a referral agent of employees to relevant internal or external health support programmes
8.4.4 Be involved with the identification of employees needs and health risks at the workplace
8.4.5 Initiates and arrange staff training with regard to employee health and wellness
8.4.6 Submits monthly reports of activities to the Wellness coordinator.

8.5 The Health and Wellness Committee:

8.5.1 Oversees the implementation of the wellness policy and programmes in the workplace
8.5.2 Makes recommendations to the employer regarding any policy matter and implementation procedures including any matters affecting the wellness of employees
8.5.3 Keeps record of each recommendation made to an employer
8.5.4 Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees
8.5.5 Serves as a vehicle of communication to promote wellness initiatives within the workplace.

8.6 The Steering Committee:

8.6.1 Establishes harmonised communication of the Wellness Management Policy at provincial and national levels
8.6.2 Serves as a vehicle of coordination, communication, collaboration, consultation of issues pertaining employee wellness with other stakeholders and Departments.
8.6.3 Creates avenues through which collaborative initiatives can be forged; meets quarterly to discuss employee wellness policy matters.

8.7 The Employee should:

8.7.1 Apply his/her knowledge, motivation, commitment, behaviour, self-management, attitude and skills toward achieving personal fitness, health and organizational goals
8.7.2 Look after his/her body by following a nutritionally balanced diet and maintaining his/her body mass within a healthy range
8.7.3 Take an active part in improving the world of work by encouraging a healthy living environment and initiating better communication with those around him/her
8.7.4 Make use of wellness facilities and services provided at the workplace.

8.8 The Labour Representatives:

8.8.1 Represent employees in the workplace

8.8.2 Ensure that the employer fulfill mandates of Wellness legislation and regulations in order to optimize wellness in the workplace

8.8.3 Attend the Wellness committee meetings and make representation to the employer on agreed issues affecting the wellness of employees at the work place.

9. FINANCIAL IMPLICATIONS

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

10. IMPLEMENTATION

The Generic Implementation plan for Wellness Management 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 organizational structure for implementation of the EH&W. The implementation of this policy will follow the result base model.

11. MONITORING AND EVALUATION

Monitoring and evaluation have a significant role to play in Wellness interventions as it assists in assessing whether the programme is appropriate; cost effective and meeting the set objectives. The 12 components of an effective Wellness Management 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.

Regular monitoring of progress on Wellness Management programmes should be conducted quarterly through reports submitted to the DPSA by all departments. These reports will inform implementation, monitoring and evaluation, and future planning. An effective, efficient and implementable monitoring and evaluation system is required if this Wellness Management Policy is to be successful in measuring achievements of the policy objectives. Departments would be expected to develop indicators as appropriate for micro and meso levels of governance.

12. REVIEW

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

PART B: IMPLEMENTATION OF OBJECTIVES: PHYSICAL WELLNESS

1. AIM

The physical dimension of wellness aims to promote physical wellbeing for optimal health and functioning. Attending to medical interventions to sustain physical fitness and seeking treatment for illness.

2. POLICY PRINCIPLES

See Part A, paragraph 5.

3. POLICY MEASURES

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

3.1 Establishment of quality assured Wellness Centres with fitness and recreation facilities and programs.

3.2 Conducting awareness and education programs for nutrition, weight control, medical intervention, life style and chronic diseases.

3.5 Putting Systems in place for dissemination of wellness information electronically and in print to all employees.

4. PROCEDURAL ARRANGEMENTS

All 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.

PART C: IMPLEMENTATION OF OBJECTIVES: PSYCHO-SOCIAL WELLNESS

1. AIM

The Psycho-social dimension of wellness aims to promote the ability of employees to interact successfully and to live up to the expectations and demands of personal roles; to promote emotional intelligence, self-esteem, optimism, sense of coherence, and resilience of employees. It also aims to promote a set of guiding beliefs, principles or values that help give direction to life; the ability to make sound decisions; and to promote financial fitness.

2. POLICY PRINCIPLES

See Part A, paragraph 5.

3. POLICY MEASURES

3.1 Development and implementation of preventative and curative programmes to address social, financial, emotional and spiritual wellness.

4. PROCEDURAL ARRANGEMENTS

All 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.

PART D: IMPLEMENTATION OF OBJECTIVES: ORGANIZATIONAL WELLNESS

1. AIM

Organisational wellness aims to promote an organizational culture that is conducive to individual and organizational wellness in order to enhance the effectiveness and efficiency of the Public Service. The intended outcome of Organizational Wellness is to maximize and sustain the potential of human capital and an effective and efficient Public Service that is positively responsive to the needs of the public.

2. POLICY PRINCIPLES

See Part A, paragraph 5.

3. POLICY MEASURES

3.1 Development and implementation of Organisational Development & Support programmes (discrimination, victimization, harassment, and workplace violence and bullying).

4. PROCEDURAL ARRANGEMENTS

All 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.

PART E: IMPLEMENTATION OF OBJECTIVES: WORK-LIFE BALANCE

1. AIM

The Work- Life Balance Program promotes flexibility in the workplace to accommodate work, personal and family needs; which can result in benefits to organizations due to higher levels of employee satisfaction and motivation.

2. POLICY PRINCIPLES

See Part A, paragraph 5.

3. POLICY MEASURES

3.1 Development and implementation of flexible policies that address work-life balance.

3.2 Establishment of child care facilities in the workplace.

3.3 Development and implementation of retirement programmes in the workplace.

3.4 Support mainstreaming of gender, disability and youth into the workplace.

4. PROCEDURAL ARRANGEMENTS

All 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.

DRAFT

GENERIC IMPLEMENTATION PLAN FOR WELLNESS MANAGEMENT POLICY 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: Wellness Management To promote individual and organizational wellness and to improve work life balance	
Sub-Objective	Success Indicators
1.To promote Physical Wellness of employees in the Public Service	• Established and quality assured Wellness Centres with fitness and recreation facilities and programs. • Awareness and education programs are in place for nutrition, weight control, medical intervention, life style and chronic diseases • Systems are in place for dissemination of wellness information electronically and in print to all employees

1.1 Fitness, exercise, and recreation facilities and programs are established and quality assured								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1.1.1 Establish wellness facilities which offer a variety of health and wellness programmes	Human resources Financial resources	Train managers, coordinators and Peer Educators on management of wellness facilities	Information Management System, Database on usage of facilities	Policies and standards on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with wellness facilities	% on utilization rate of wellness facilities	Increased fitness level of Public Servants

1.2 Awareness and education programs are in place for nutrition, weight control, medical intervention, life style and chronic diseases								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1.2.1 Provide education, awareness, and prevention programmes	Human resources Financial resources Posters and Pamphlets	Training of managers, coordinators and Peer Educators on wellness topics	Information Management System	Policies, Programmes and standards on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with educational, awareness and prevention programmes	% of employees attending the programmes	Increased level of awareness in the Public Service

1.3 Systems are in place for dissemination of wellness information electronically and in print to all employees								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1.3.1 Develop an Integrated wellness Information Management system	Human resources Financial resources Software Electronic equipment	Training of managers, IT personnel, Coordinators and Peer Educators on the usage of the system	Information Management System, IT systems	Policies and Standards on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with systems in place	% of employees utilizing the system	Increased access to Wellness information

Sub-Objective	Success Indicators
2. To promote Psychosocial wellness of Employees in the Public Service	• Preventative and curative programmes to address social, financial, emotional and spiritual wellbeing are developed and implemented.

2.1 Preventative and curative programmes to address social, financial, and spiritual wellbeing are developed and implemented.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
2.1.1 Develop and implement programmes to promote psycho-social wellness including counseling services	Human resources Financial resources	Training of coordinators and Peer Educators on curative programmes	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with programmes to promote psycho-social wellness	% of employees utilizing the service	Increased psycho-social wellbeing in the Public Service.

Sub-Objective	Success Indicators
3.To promote the organisational culture that is conducive to individual and organizational wellness	• Organisational Development and Support Programmes (discrimination, victimization, harassment, workplace violence and bullying) are developed and implemented.

3.1 Organisational Development and Support Programmes (discrimination, victimization, harassment, workplace violence and bullying) are developed and implemented.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
3.1.1 Develop Organisational Development & Support programmes	Human resources Financial resources	Training of managers, coordinators and Peer Educators	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with programmes in place	% of employees utilizing the programmes	Increased productivity in the Public Service

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
3.1.2 Promote and enhance fair labour practices	Human resources Financial resources	Training of managers, coordinators and Peer Educators	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with fair labour practices	% of employees reporting fair treatment in the workplace	Improved organizational culture in the Public Service

Sub-Objective	Success Indicators
4. To promote work-life balance	• Flexible policies that address work-life balance are developed and implemented. • Child care facilities in the workplace are established. • Retirement programmes are developed and implemented. • Mainstreaming of gender, disability, and youth into the workplace is supported.

4.1 Flexible policies that address work-life balance are developed and implemented

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.1.1 Develop flexible policies to accommodate work, personal and family needs	Human resources Financial resources	Training of managers, coordinators and Peer Educators	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based	No. of Departments with flexible policies in place	% of employees benefiting from the policies	Increased work-life balance in the Public Service

					research			

4.2 Child care facilities in the workplace are established								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.2.1 Establish child care facilities in the Public Service	Human resources Financial resources	Training of coordinators and Peer Educators on management of facilities	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with child-care facilities in place	% of utilization rate of child-care facilities	Increased work-life balance in the Public Service

4.3 Retirement programmes are developed and implemented.								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.3.1 Development and implementation of retirement programmes	Human resources Financial resources	Training of coordinators and HR staff on retirement	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with retirement programme in place	% of employees utilizing retirement programmes	Increased quality of life after retirement

4.4 Support mainstreaming of gender, disability and youth into the workplace								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.4.1 Create a conducive and accessible work environment for designated groups	Human resources Financial resources	Training of coordinators and Peer Educators on Diversity management	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark Updated evidence-based research	No. of Departments with conducive and accessible workplaces	% of employees from designated groups reporting satisfaction	Increased morale in the Public Service

STEP- BY-STEP GUIDE FOR IMPLEMENTATION OF WELLNESS MANAGEMENT SYSTEMS IN THE PUBLIC SERVICE

ANNEXURE C

TABLE OF CONTENTS

1. INTRODUCTION 3
2. PURPOSE 3
3. TERMS AND DEFINITIONS 3
4. ELEMENTS OF WELLNESS MANAGEMENT 7
4.1 ELEMENT 1: COMMITMENT AND WELLNESS POLICY 8
4.2 ELEMENT 2: PLANNING OF WELLNESS SYSTEM 9
4.3 ELEMENT 3: IMPLEMENTATION AND OPERATION OF WELLNESS SYSTEM 13
4.4 ELEMENT 4: WELLNESS SYSTEM EVALUAION, CORRECTIVE AND PREVENTIVE ACTION 18
4.5 ELEMENT 5: WELLNESS SYSTEM 22

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. Wellness Management is one of the four pillars in the EHWSF, of which a policy have been developed. This Step by Step Guide is meant operationalise the implementation of the Wellness Management Policy in a sequential manner. Departments are guided to focus on five key elements for implementation, namely:

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

The guide will form the basis for development of the workplace Wellness Management 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:

a) Establish, maintain and improve on Wellness Management systems;
b) Assure each department of its conformance with its stated Wellness Management policy; and
c) Demonstrate such conformance to others.

3. TERMS AND DEFINITIONS

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

3.1 Continual improvement

Recurring process of enhancing Wellness Management system in order to achieve improvements in overall Wellness Management performance consistent with the department's Wellness Management policy and procedures.

3.2 Ill-Health determinant

An activity, process, service or situation with a potential for increasing any person's risk of being un-healthy.

3.3 Wellness Management objectives

Overall Wellness Management goals, targets, objectives and success criteria consistent with the Wellness Management policy which the department sets out to achieve.

3.4 Wellness Management performance

Measurable results of the department's management of its Ill-Health determinants.

NOTE: In the context of this guide, results can be measured against the department's Wellness Management policy, Wellness Management targets, objectives and success criteria and other Wellness Management performance requirements.

3.5 Wellness Management system

Part of the department's organizational support system used to develop and implement the Wellness Management policy, and manage its Ill-Health determinants.

NOTE: A management system is a set of interrelated elements used to establish policy and objectives and achieve those objectives. A management system includes departmental structure, planning activities, responsibilities, practices, procedures, processes and resources.

3.6 Wellness Management targets

Detailed performance requirement, applicable to the department or parts thereof, that arises from the Wellness Management objectives, that needs to be set and met in order for those objectives to be achieved.

3.7 Wellness Management Policy

Overall intention and direction of the department related to its Wellness Management performance as formally expressed by senior management.

4. ELEMENTS OF THE WELLNESS MANAGEMENT SYSTEM

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

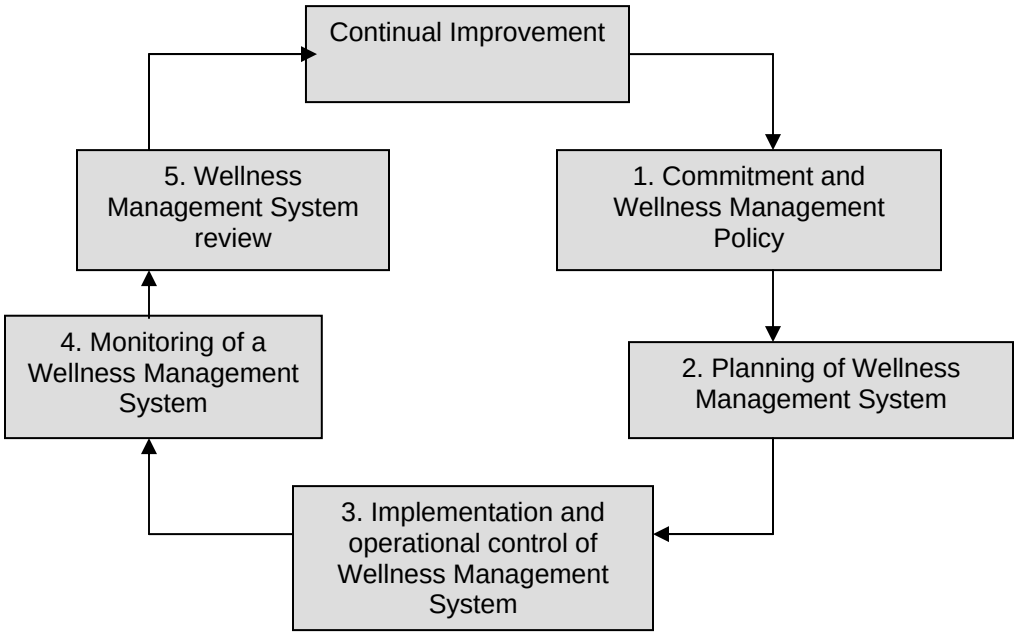

Figure 1: Elements of the Wellness Management System

4.1 Element 1: Commitment and Wellness Management Policy

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

- Ill-Health determinant, identification and risk assessment
- Corporate standards
- Legal and other requirements
- Departmental risk management strategy
- Identification of all role-players and election of a committee

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

The policy shall:

a) Be appropriate to the nature and scale of the organisation's health risks;
b) Address assistance to employees and their immediate family;
c) Include a commitment to continual improvement;
d) Include a commitment to at least comply with current applicable legislation and with other requirements to which the department subscribes;
e) Include a commitment to prevention of health risk exposures;
f) Address workplace issues such as recruitment, performance evaluation criteria, disciplinary measures, dismissal, death, testing confidentiality and disclosure etc;
g) Be documented, implemented and maintained;
h) Be communicated to all employees with the intent that employees are made aware of their individual responsibilities towards wellness;
i) Be communicated and available to interested parties, employee spouses, life partners, children, orphans, immediate family and other; and
j) Be reviewed periodically to ensure that it remains relevant and appropriate to the Department.

4.2 Element 2: Planning of the Wellness Management System

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

4.2.1 Identification of Ill-Health determinants and evaluation of related risks

The department shall establish and maintain procedures for the ongoing identification of factors that subtly promote the possibility of health risk exposure, Ill-Health determinants, the assessment of risks, and the implementation of necessary education measures. The department shall consider all its activities, products and services that may have an impact on the Wellness Management 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;
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) The department shall ensure that the results of these assessments and the effects of these controls are considered when setting its Wellness Management objectives. The department shall document this information and keep it up to date.
f) The department's methodology for Ill-Health determinant identification and risk assessment shall:
    I. be defined with respect to its scope, nature and timing to ensure it is proactive rather than reactive;
    II. provide for the classification of risks and identification of those that are to be eliminated or controlled by measures as defined under performance indicators

III. be consistent with the department's risks and the capabilities of control measures employed;
IV. provide input into the determination of facility requirements, identification of education and awareness needs, and/or development of management system controls;
V. provide for the monitoring of required actions to ensure both the effectiveness and timeliness of their implementation.

NOTE: For further guidance on Ill-Health determinant identification, risk assessment and risk control, see Wellness Management System – SOP for Process Monitoring document.

4.2.2 Wellness Management related legal and other requirements

The department shall establish and maintain a procedure for identifying and accessing the legal and other wellness-related requirements that are applicable to it. The department shall keep this information up-to-date. It shall communicate relevant information on legal and other requirements to its employees and other relevant interested parties.

4.2.3 Wellness Management system objectives and targets

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

When establishing and reviewing its objectives, the department shall consider its legal and other requirements, its wellness-related risks, its technological options, its financial and operational controls and organizational requirements, and the views of interested parties.

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

4.2.4 Wellness Management system plan(s)

The department shall establish and maintain Wellness Management plans 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; and
b) The means and time-scale by which objectives are to be achieved.

The Wellness Management plan(s) shall be reviewed at regular and planned intervals, among others, for mainstreaming, costing and M&E purposes. Where necessary the Wellness

Management plan(s) shall be amended to address changes to the activities, products, services, or operating conditions of the department.

4.3 Element 3: Implementation and Operation of the Wellness Management System

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

4.3.1 Structure, responsibility and accountability for Wellness Management system

The roles, responsibilities and authorities shall be defined, documented and communicated in order to facilitate effective Wellness Management. Management shall provide resources essential to the implementation and management of the Wellness Management system. Resources include human resources, specialized skills, technology and financial resources. Ultimate responsibility for management of wellness-related risks rests with senior management.

The department shall appoint a member of senior management with particular responsibility for ensuring that the Wellness Management System is properly implemented and performing to requirements in all sections and spheres of operation within the department. The department's management appointee shall have a defined role, responsibility and authority for:

a) Ensuring that Wellness Management system requirements are established, implemented and maintained in accordance with this Standard specification;

b) Ensuring that reports on the performance of the Wellness Management system are presented to top management for review and as a basis for improvement of the Wellness Management system;

c) Representing the employees in the Wellness Management committee.

All those with management responsibility shall demonstrate their commitment to the continual improvement and prevention health risk exposures.

4.3.2 Wellness Management system awareness, education and competence

Employees shall be competent to perform tasks that may impact on health risk exposures in the workplace, sporting facility or institution. Competence shall be defined in terms of appropriate education and/or experience. The department shall identify Wellness-related awareness and education needs. All employees whose work may create a health risk to performance of the management system should have appropriate awareness and education.

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

a) The importance of conformance to the Wellness Management policy and procedures, and to the requirements of the Wellness Management system;

b) The consequences of health risk exposure;

c) Their roles and responsibilities in achieving conformance to the Wellness Management policy and procedures and to the requirements of the Wellness Management system, including emergency preparedness and response requirements;
d) The potential consequences of departure from specified operating procedures; and
e) Awareness and education procedures shall take into account differing levels of responsibility, ability and literacy; and risk.

4.3.3 Wellness Management system communication

The department shall establish and maintain procedures for ensuring that pertinent Wellness Management system information is communicated to and from employees and other interested parties including the immediate family. Employee involvement and consultation arrangements shall be documented and interested parties informed.

Procedures are required 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.
c) The department's consideration for processes for external communication on its wellness-related risks and record its decisions.

Employees shall be:

a) Involved in the development and review of policies and procedures to manage health risk exposures;
b) Consulted where there are any changes that affect workplace wellness-related impacts;
c) Represented on wellness-related occupational health and safety matters; and
d) Informed as to who are their peer educator(s) and specified management appointee.

4.3.4 Wellness Management 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; and
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 Wellness Management system document control

The department shall establish and maintain procedures for controlling all documents and data required by the National and International Wellness Management 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 Wellness Management 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 Operational controls and management of Wellness Management system

The department shall identify those operations and activities that could influence the status of the Wellness Management 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 Wellness Management policy and objectives thereof;
b) Stipulating operational controls and/or criteria in the procedures;
c) Establishing and maintaining procedures related to the identified wellness-related risks due to the departments' activities and communicating relevant procedures and requirements to spouses, immediate family, suppliers and contractors; and
d) Establishing and maintaining procedures for medical and protective equipment, treatment and other specific controls in order to eliminate or reduce health risk exposures.

4.3.7 Emergency response and control of the Wellness Management system

The department shall establish and maintain plans and procedures to identify the potential for, and responses to incidents and occupational emergency situations, and for preventing and mitigating the likely health risk exposure that may be associated with them.

The department shall review its related emergency preparedness and response plans and procedures, in particular after potential health risk exposure. The department shall periodically test such procedures where practicable.

4.4 Element 4: Wellness Management System Evaluation, Corrective and Preventive action

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

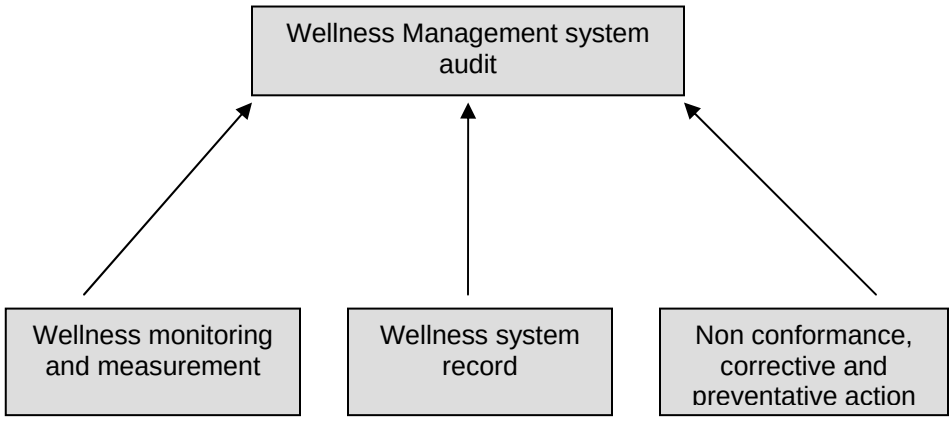

Figure 2: Wellness Management checking and corrective action

4.4.1 Wellness Management system monitoring and measurement

The department shall establish and maintain documented procedures to monitor and measure Wellness Management 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 Wellness Management objectives and targets are met;
c) Proactive measures of performance that monitor compliance with the Wellness Management system, management system controls and applicable legislation and regulatory requirements;
d) Reactive measures of performance to monitor potential occupational and other exposures such as ill health and other historical evidence of a deficient Wellness Management system; and
e) Recording of data and results of monitoring and measurement sufficient to facilitate subsequent corrective and preventive actions.

If medical and protective equipment is required for performance measurement and monitoring, the department shall establish and maintain procedures for the calibration, maintenance and selection of such equipment. Records of calibration and maintenance issues and selection criteria and

related 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 wellness-related legislation and regulations.

4.4.2 Wellness Management System 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) Incidents (occupational and non-occupational exposures) including contact with blood during sport activities, incidental play activities;
b) Non-conformances e.g. sharing needles, sexual activities, rape cases, assaults or alcohol abuse;
c) Action taken to mitigate any consequences arising from incidents or non-conformances;
d) The initiation and completion of corrective and preventive actions; and
e) Confirmation of the effectiveness of corrective and preventive actions taken.

For the purpose of processing employees claim for compensation, each department shall ensure that it is registered with department of labour as an entity. 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 Wellness Management system records

The department shall establish and maintain procedures for the identification, maintenance and disposition of wellness-related records, as well as the results of audits and reviews. Wellness-related records shall be legible, identifiable and traceable to the activities involved.

Wellness-related reports 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 Wellness Management system audit

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

a) Determine whether or not the Wellness Management system conforms to planned arrangements for Wellness Management including the:

- requirements of this Wellness Management Standard specification;
- has been properly implemented and maintained; and
- is effective in meeting the department's policy and objectives;

b) Review the results of previous audits; and
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.

The wellness committee will be responsible for the moderation of the audit process and audit results. A pre-determined grading system shall be used to grade the department's overall Wellness Management system performance.

4.5 Element 5: Wellness Management System Review

4.5.1 Wellness Management system review

The department's senior management shall, at intervals that it determines, review the Wellness Management 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 Wellness Management system, in the light of Wellness Management system audit results, changing circumstances and the commitment to continual improvement.

5. Bibliography

1. AMS 16001:2003- Standard for HIV&AIDS Management system-Specification Document

2. SANS 16001:2007- South African National Standard: HIV&AIDS management system-General Requirements