



**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.

| <b>STRATEGIC OBJECTIVE SHERQ MANAGEMENT</b><br>To ensure to be a healthy and safe work environment |   |
|--|---|
| <b>Sub-Objective</b>   | <b>Success Indicators</b>   |
| 1. To provide Occupational Health and Safety.  | <ul style="list-style-type: none"><li>• Identified and managed occupational health and safety related risks.</li><li>• Hazard Identification Risk Assessment (HIRA)</li><li>• Surveillance</li><li>• Occupational hygiene</li><li>• All OHS ACT statutory appointments made</li></ul> |

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                         |
| <b>Address Safety and occupational Health Hazards in the Workplace</b> | Finance<br><br>HR<br><br>National Policies, Acts & Standards | Conduct awareness programmes on occupational health and safety hazards in the workplace<br><br>Educate employees on how to manage personal hygiene risks. | Introduce and evaluate curricula and interventions for EHW practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as benchmark<br><br>Updated evidence-base research | No. of practitioners trained on safety and occupational Health Hazards<br><br>No. employees trained on safety and occupational Health Hazards | %. Departments with safety and occupational Health Hazards programmes | A health and safe environment. |
| <b>Develop Workplace Safety</b>  | Finance<br><br>HR  | Train employees on a workplace  | Introduce and evaluate curricula and interventions  | Establish and maintain partnerships with the                        | Use best practices as benchmark                                       | No. of practitioners trained on Workplace   | %. Departments with Workplace   | A health and safe environment  |

|   |  |   |   |   |   |   |  |                               |
|---|--|---|---|---|---|---|--|-------------------------------|
| <b>Program</b>  | National Policies, Acts & Standards                  | safety programme  | for EHW practitioners Programme,  | relevant stake holders  | Updated evidence-base research  | Safety Program  | Safety Program   |                               |
| <b>Develop Workplace Injury and Illness Prevention programme</b>          | Finance<br>HR<br>National Policies, Acts & Standards | Train employees on preventing Workplace Injury and Illness.                       | Introduce and evaluate curricula and interventions for EHW practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as benchmark<br><br>Updated evidence-base research | No. of practitioners trained on Workplace injury and illness prevention programmes          | %. Departments with Workplace injury and illness prevention programmes                                 | A health and safe environment |
| <b>Reduce exposure to or contact with harmful substances or radiation</b> | Finance<br>HR<br>National Policies, Acts & Standards | Workshop employees on exposure to or contact with harmful substances or radiation | Introduce and evaluate curricula and interventions for EHW practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as benchmark<br><br>Updated evidence-base research | No. of practitioners trained on exposure to or contact with harmful substances or radiation | %. Departments with mechanisms to reduce exposures to or contact with harmful substances or radiation. | A health and safe environment |
| <b>Identify factors that may cause accidents</b>                          | Finance<br>HR<br>National Policies,                  | Train employees on factors that may cause accidents                               | Introduce and evaluate curricula and interventions for EHW practitioners  | Establish and maintain partnerships with the relevant stake         | Use best practices as benchmark<br><br>Updated                        | No. of practitioners trained on identifying factors that may cause                          | %. Departments with mechanisms to identify factors that  | A health and safe environment |

|  |                  |  |                                       |         |                        |            |                       |  |
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|  | Acts & Standards |  | Programme, Health & Safety committees | holders | evidence-base research | accidents. | may cause accidents.. |  |
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## 1.2. Hazard Identification Risk Assessment (HIRA)

| 1.2. Hazard Identification Risk Assessment (HIRA) |  |  |  |   |  |   |  |                                   |
|---|--|--|--|---|--|---|--|-----------------------------------|
| Objectives  | Inputs   | ACTIVITIES/PROCESSES   |  |   |  | INDICATORS FOR THE POLICY IMPLEMENTATION                      |  |                                   |
|   |  | Capacity Building  | Organisational Support   | Governance and Institutional Development  | Economic Growth and Development  | outputs   | outcomes                                     | Impact                            |
| <b>Conduct risk assessment</b>                    | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Create awareness among employees on risk identification and assessment | Introduce and evaluate curricula and interventions for employees on risk assessments | Clearly indicating the role players from all levels and functions of the organisation<br><br>Classification of risk and identification of appropriate controls. | Use best practices as bench mark<br><br>Updated evidence-base research | No. practitioners trained on identifying, and assessing risk. | % of Departments 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                                    |
| <p><b>Communicate all activities, products and services that may be hazardous in a workplace</b></p> | <p>Finance<br/>HR<br/>National Policies, Acts &amp; Standards<br/>Legal requirements</p> | <p>Create awareness to all employees and affected parties about the hazards they may be exposed to on the workplace due to organisation's operations</p> <p>Train Health practitioners on all activities, products and services that</p> | <p>Incremental roll-out of a comprehensive hazard control package in the workplace</p> | <p>Clearly indicating the role players from all levels and functions of the organisation</p> <p>Classification of risk and identification of appropriate controls</p> | <p>Use best practices as bench mark</p> <p>Updated evidence-base research</p> | <p>No of Departments with guidelines on hazard control</p> | <p>% of Departments displaying activities, products and services that may be hazardous in a workplace</p> | <p>Controlled hazards in a workplace.</p> |

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|  |  | may be<br>hazardous in<br>a workplace |  |  |  |  |  |  |
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1.3. Occupational hygiene

| Objectives   | Inputs   | ACTIVITIES/PROCESSES   |  |   |  | INDICATORS FOR THE POLICY IMPLEMENTATION  |  |   |
|--|--|--|--|---|--|---|--|---|
|  |  | Capacity Building  | Organisational Support   | Governance and Institutional Development                            | Economic Growth and Development  | outputs   | outcomes   | Impact  |
| <b>To identify and manage personal hygiene risks</b> | Finance<br><br>HR<br><br>National Policies, Acts & Standards | Train practitioners on how to manage personal hygiene risks.<br><br>Educate employees on how to manage personal hygiene risks. | Introduce and evaluate curricula and interventions for health practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as bench mark<br><br>Updated evidence-base research | No. of practitioners trained on personal hygiene risks<br><br>No. employees trained on personal hygiene risks | %.<br>Departments with personal hygiene risks programmes | Reduced no of occupational Health risks in the work place |

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| <b>To have regular inspections of facilities and their usage</b> | Finance<br>HR<br>Auditors inspectors                 | Educate on step taken to correct deviations<br><br>Job training on regular hygiene factors | Develop and implement policy on SHERQ management   | Health –co-ordinator submits written recommendations<br><br>Health co-ordinators monitors reports on facilities.<br><br>Completed checklist for inspections | Use best practices as bench mark<br><br>Updated evidence-base research | No of inspections done per year                   | % of departments inspecting facilities and their usage | Well maintained facilities.                               |
| <b>Ensure a workplace that is safe for the worker</b>            | Finance<br>HR<br>National Policies, Acts & Standards | Training on a workplace that is safe for the worker.                                       | Introduce and evaluate curricula and interventions for health practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders   | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments with a safe workplace           | % of departments declared safe working places          | Reduced no of occupational Health risks in the work place |
| <b>Continuous data collection for identifying and</b>            | Finance<br>HR<br>National Policies, Acts & Standards | Train all EHW practitioners and managers on Occupational                                   | Introduce and evaluate curricula and interventions for health practitioners  | Establish and maintain partnerships with the relevant stake   | Use best practices as bench mark<br><br>Updated evidence-              | No of departments with Continuous data collection | % of departments with reports on Continuous data       | Reduced no of occupational Health risks in the work place |

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| <b>assessing the level of all hazards at the workplace.</b>   | Legal requirements   | hygiene   | Programme, Health & Safety committees   | holders   | base research  | for identifying and assessing the level of all hazards at the workplace   | collection for identifying and assessing the level of all hazards at the workplace  |   |
| <b>Periodic review of worker exposure and health reports to detect new hazards' and reassess old ones</b> | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Train all EHW practitioners and managers on <i>Periodic review of worker exposure and health reports to detect new hazards' and reassess old ones</i> | Introduce and evaluate curricula and interventions for health practitioners<br>Programme,<br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments with Periodic review of worker exposure and health reports to detect new hazards' and reassess old ones | % of departments with reports<br>Periodic review of worker exposure and health reports to detect new hazards' and reassess old ones | Reduced no of occupational Health risks in the work place |
| <b>Integration with health risks management programmes to evaluate current control measures,</b>          | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Train all EHW practitioners and managers<br><i>Integration with health risks management programmes to evaluate</i>                                    | Introduce and evaluate curricula and interventions for health practitioners<br>Programme,<br>Health & Safety committees | Establish and maintain partnerships with the relevant stake holders | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments with Integration with health risks management programmes to evaluate                                    | % of departments with reports on Integration with health risks management programmes to evaluate                                    | Reduced no of occupational Health risks in the work place |

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| <b>instituting new ones when necessary</b>   |  | <i>current control measures, instituting new ones when necessary</i>   |  |  |   | current control measures, instituting new ones when necessary  | evaluate current control measures, instituting new ones when necessary  |   |
| <b>A data retrieval system that will permit the retrieval of information to assess the long-term effect of exposure and to assure the relevancy of the data being collected.</b> | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Train all EHW practitioners and managers on <i>A data retrieval system that will permit the retrieval of information to assess the long-term effect of exposure and to assure the relevancy of the data being collected.</i> | Introduce and evaluate curricula and interventions for health practitioners Programme,<br><br>Health & Safety committees | Establish and maintain partnerships with the relevant stakeholders | Use best practices as benchmark<br><br>Updated evidence-base research | No of departments with a data retrieval system that will permit the retrieval of information to assess the long-term effect of exposure and to assure the relevancy of the data being collected. | % of departments with a report on A data retrieval system that will permit the retrieval of information to assess the long-term effect of exposure and to assure the relevancy of the data being collected. | Reduced no of occupational Health risks in the work place |

1.4. Surveillance

| 1.4. Surveillance                       |  |   |  |  |  |  |  |                                     |
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| Objectives                              | Inputs   | ACTIVITIES/PROCESSES  |  |  |  | INDICATORS FOR THE POLICY IMPLEMENTATION     |  |                                     |
|   |  | Capacity Building   | Organisational Support   | Governance and Institutional Development                                 | Economic Growth and Development  | outputs                                      | outcomes                                 | Impact                              |
| <b>Assessments of employees' health</b> | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Train employee Health and Wellness practitioners and managers on Health | Assessment level(s) of surveillance appropriate to an organisation and based on thorough | Clearly indicating the role players from all levels and functions of the | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments assessing employees health | % of departments with assessment report. | Improved Health Status of employees |

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|  | ts health practitioner  | surveillances   | investigation   | organisation  |  |  |  |                                     |
| <b>Biological tests and other investigations</b> | Finance HR National Policies, Acts & Standards Legal requirements health practitioner | Train employee Health and Wellness practitioners and managers on Health surveillances | Assessment level(s) of surveillance appropriate to an organisations and based on thorough investigation | Clearly indicating the role players from all levels and functions of the organisation | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments conducting biological tests and other investigations | % of departments with reports on biological tests and other investigations | Improved Health Status of employees |
| <b>Sickness monitoring</b>                       | Finance HR National Policies, Acts & Standards Legal requirements health practitioner | Train employee Health and Wellness practitioners and managers on Health surveillances | Assessment level(s) of surveillance appropriate to an organisations and based on thorough investigation | Clearly indicating the role players from all levels and functions of the organisation | Use best practices as bench mark<br><br>Updated evidence-base research | No of departments with monitoring sicknesses in the departments        | % of departments with reports on sickness monitoring                       | Improved Health Status of employees |
| <b>Recording and notification systems</b>        | Finance HR National Policies, Acts & Standards Legal                                  | Train employee Health and Wellness practitioners and managers on                      | Assessment level(s) of surveillance appropriate to an organisations and based                           | Clearly indicating the role players from all levels and functions of                  | Use best practices as bench mark<br><br>Updated evidence-base          | No of departments with recording and notification systems              | % of departments with recording and notification systems                   | Improved Health Status of employees |

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|  | requirements<br>health<br>practitioner   | Health<br>surveillances   | on thorough<br>investigation   | the<br>organisation   | research   |  |  |   |
| <b>Surveys,<br/>voluntary<br/>programmes<br/>and<br/>inspections</b> | Finance<br>HR<br>National<br>Policies,<br>Acts &<br>Standards<br>Legal<br>requirements<br>health<br>practitioner | Train<br>employee<br>Health and<br>Wellness<br>practitioners<br>and<br>managers on<br>Health<br>surveillances | Assessment<br>level(s) of<br>surveillance<br>appropriate<br>to an<br>organisation<br>s and based<br>on thorough<br>investigation | Clearly<br>indicating<br>the role<br>players from<br>all levels<br>and<br>functions of<br>the<br>organisation | Use best<br>practices as<br>bench mark<br><br>Updated<br>evidence-<br>base<br>research | No of<br>department<br>s<br>conducting<br>surveys,<br>voluntary<br>programm<br>es and<br>inspections | % of<br>department<br>s with<br>reports on<br>surveys,<br>voluntary<br>programm<br>es and<br>inspections | Improved Health<br>Status of<br>employees |

1.5. All OHS ACT statutory appointments made

| 1.5. 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                      |
| <b>All OHS ACT statutory appointments made</b> | Finance<br>HR<br>National Policies, Acts & Standards | All safety and health reps trained on a safety health inspection course<br><br>All safety and health reps attend | Sufficient reps nominated and appointed according to standards<br><br>All staff informed of rep selection |  | 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 |



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|  |  | <p>additional relevant safety and health courses<br/> Safety and Health reps receive training on hazard identification and risk assessment</p> <p>Line managers trained to provide ongoing support and coaching</p> <p>Reps receive training in company standards and procedures</p> | <p>criteria and functional requirement.</p> <p>Names of reps circulate/displayed</p> <p>Departmental scope and duties clearly defined</p> |  |  |  |  |  |
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| Sub-Objective   |  | Success Indicators  |                                |   |   |   |  |   |
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| <b>2. To Provide and sustain a risk free total environment</b>              |  | <ul style="list-style-type: none"> <li>• Well maintained buildings and offices</li> <li>• Waste safely disposed</li> <li>• Good house keeping maintained and practiced</li> <li>• Well maintained machinery and electrical equipment</li> </ul> |                                |   |   |   |  |   |
| 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  |
| <b>Compile a maintenance schedule for buildings, floors and structures.</b> | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements | Create awareness among employees on the maintenance schedule  | Maintenance schedule developed | 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 | % Departments with a maintenance programme | A compiled maintenance schedule for buildings, floors and structures. |

|  |                                   |  |  |  |  |  |  |  |
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|  | ts<br>Health<br>practitioner<br>s | for<br>buildings ,<br>floors and<br>structures<br><br>Training on<br>building<br>regulations |  |  |  | for<br>buildings,<br>floors and<br>structures. |  |  |
|--|-----------------------------------|--|--|--|--|--|--|--|

2.2. Waste Safely disposed

| 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                              |
| <b>Set objectives and targets to promote waste Management</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>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                                      |
| <b>Ensure onsite waste facilities are managed according to set standards.</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>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. | <b>Risks associated with waste managed.</b> |

| Objectives   | Inputs  | ACTIVITIES/PROCESSES                          |  |  |   | INDICATORS FOR THE POLICY IMPLEMENTATION             |   |   |
|--|---|---|--|--|---|--|---|---|
|  |   | Capacity Building                             | Organisational Support   | Governance and Institutional Development                       | Economic Growth and Development                                     | outputs  | outcomes  | Impact                                      |
| <b>Ensure that hazardous containers are labelled according to contents and hazard rating</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners | Training of employees on hazardous labelling. | Labels must include dates of first accumulation<br><br>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 hazardous waste containers labelled according to contents and hazardous rating | <b>Risks associated with waste managed.</b> |

| Objectives   | Inputs   | ACTIVITIES/PROCESSES                                    |  |  |  | INDICATORS FOR THE POLICY IMPLEMENTATION                                     |  |   |
|--|--|---|--|--|--|--|--|---|
|  |  | Capacity Building                                       | Organisational Support   | Governance and Institutional Development                     | Economic Growth and Development  | outputs  | outcomes   | Impact                                      |
| <b>Ensure dedicated hazardous waste storage areas are demarcated and access controlled</b> | HR National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners | Training of employees on hazardous waste storage areas. | Bundling of area where required<br><br>Hazardous waste stored separately from non hazardous waste<br><br>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 dedicated hazardous waste storage areas that are demarcated and access controlled | <b>Risks associated with waste managed.</b> |

| Objectives   | Inputs  | ACTIVITIES/PROCESSES  |  |   |   | INDICATORS FOR THE POLICY IMPLEMENTATION                                   |  |   |
|--|---|---|--|---|---|--|--|---|
|  |   | Capacity Building   | Organisational Support   | Governance and Institutional Development                            | Economic Growth and Development                                     | outputs  | outcomes   | Impact                                      |
| <b>Ensure that a waste removal company is contracted in writing with duties specified.</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>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<br><br>Vehicle in good condition and appropriate to type of waste transported.<br><br>Emergency procedures available and known | 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 | <b>Risks associated with waste managed.</b> |



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|  |  |  | to drivers. |  |  |  |  |  |
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| 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  |
| <b>Adequate maintenance system to ensure effective operation of plant and equipment</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioner | Training of technicians in the type of maintenance required for plant and equipment maintenance | 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 | % Departments with a management policy on the maintenance of machinery and electrical | A developed programme on the maintenance of machinery and electrical equipments |

|  |   |  |  |  |  |                                 |                 |  |
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|  | s | including<br>frequency<br>established<br>. |  |  |  | and<br>electrical<br>equipment. | compliance<br>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                    |
| <b>Identify risks associated with hazardous moving machine parts.</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>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.<br><br>Guards designed for easy removal and replacement by maintenance staff.<br><br>All moving parts within normal reach, guarded or enclosed<br><br>Guard inspection included in SHE rep checklists | 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. |

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|  |  |  | All operators<br>check guards<br>before operation. |  |  |  |  |  |
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| Objectives  | Inputs  | ACTIVITIES/PROCESSES |   |  |  | INDICATORS FOR THE POLICY IMPLEMENTATION  |  |                          |
|---|---|----------------------|---|--|--|---|--|--------------------------|
|   |   | Capacity Building    | Organisational Support  | Governance and Institutional Development   | Economic Growth and Development  | outputs   | outcomes   | Impact                   |
| <b>Correct identification and functional effectiveness of switches and valves ensured</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners |                      | <p>All switchgear marked with a permanent labelling system</p> <p>Marking system standardised</p> <p>Electrical installation diagrams available, correct and up-to-date<br/>Operational staff familiar with position and function of critical valves</p> <p>OPEN/SHUT directions clearly marked</p> <p>Operational effectiveness testing part of planned maintenance system</p> | 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 |

|   |   |  |   |  |  |   |  |                          |
|---|---|--|---|--|--|---|--|--------------------------|
|   |   |  | Piping installation diagrams available, correct and up-to-date  |  |  |   |  |                          |
| <b>Objectives</b>   | <b>Inputs</b>   | <b>ACTIVITIES/PROCESSES</b>  |   |  |  | <b>INDICATORS FOR THE POLICY IMPLEMENTATION</b>   |  |                          |
|   |   | <b>Capacity Building</b>   | <b>Organisational Support</b>   | <b>Governance and Institutional Development</b>  | <b>Economic Growth and Development</b>   | <b>outputs</b>  | <b>outcomes</b>  | <b>Impact</b>            |
| <b>Operation of lifting machine and tackle is safe and done by suitably competent operators</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>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<br><br>All Machines/ tackle inspected and tested by a designated competent person in accordance with standards<br><br>Safe access and emergency escapes available for all lifting machines operated from an elevated | 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 |

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|--|--|--|--|--|--|--|--|--|
|  |  |  | position.<br>Efforts made to reduce risks associated with lifting machinery. |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

| Objectives  | Inputs  | ACTIVITIES/PROCESSES   |  |  |  | INDICATORS FOR THE POLICY IMPLEMENTATION   |  |                          |
|---|---|--|--|--|--|--|--|--------------------------|
|   |   | Capacity Building  | Organisational Support   | Governance and Institutional Development   | Economic Growth and Development  | outputs  | outcomes   | Impact                   |
| <b>Identify, access and manage risks associated with motorise equipment</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners | All drivers/operators trained<br>Specific training syllabus used for different types of vehicles/equipment<br><br>All drivers/operators issued with a permit/licence for the | Vehicles in use comply with set specifications<br><br>All company vehicles Roadworthy/ or condition of equipment sound<br><br>Particular checklist available for different types of vehicles/equipment | 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 |



|  |  |  |   |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|
|  |  | <p>type of vehicle authorised to operate.</p> <p>Ongoing traffic awareness programme in place</p> <p>Regular publicity given to road safety matter in company media/on bulletin boards/talks etc</p> | <p>Checklist correctly and regularly completed by operator or driver.</p> <p>Identified deviations actioned</p> <p>Risk reduction programme in place to minimise risk associated with motorised equipment</p> |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|

2.4 Good housekeeping maintained and practiced

| 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                                  |
| <b>Identify opportunities for prevention or reduction of pollution taking into consideration interested and affected parties.</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners | Training of employees on risks associated with pollution | Where potential exists, objectives and targets set to promote pollution reduction<br><br>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 opportunities 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   |
| <b>Ensure that competent, experienced persons are assigned for safe staking.</b> | HR<br>National Policies, Acts & Standards<br>Legal requirements<br>Health practitioners | Training of employees on risks associated stacking and storage | Stacks correctly erected as per standards<br>Shelves strong enough to handle weight of items<br><br>No unstable or hazardous stacks<br><br>Stacks erected and | 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 |

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|  |  |  | broken down<br>under<br>supervision<br>according to<br>standards |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

| Objectives  | Inputs   | ACTIVITIES/PROCESSES  |   |  |   | INDICATORS FOR THE POLICY IMPLEMENTATION                                 |  |   |
|---|--|---|---|--|---|--|--|---|
|   |  | Capacity Building   | Organisational Support  | Governance and Institutional Development                           | Economic Growth and Development                                   | outputs  | outcomes   | Impact                                    |
| <b>To ensure internal air quality in the workplace meets accepted standards</b> | Finance<br>HR<br>National Policies, Acts & Standards | Technicians trained on the maintenance system of the building and facilities. | Ventilation systems adequate as determined by risk assessments<br>Performance of ventilation systems monitored on a continuous, schedule or ad hoc basis<br><br>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              |
| <b>Ensure sufficient light is provided as per survey requirements</b> | Finance<br>HR<br>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  |                        |  |                                 |  |          |        |
|--|--------|---|------------------------|--|---------------------------------|--|----------|--------|
| <p><b>3. To identify and assess risks</b> through a dynamic, formal, structured and holistic process to facilitate effective risk reduction plans and actions.</p> |        | <ul style="list-style-type: none"> <li>• Identify and assess effective risk reduction plans and actions</li> <li>• Establish workplace preparedness plans</li> <li>• Develop an emergency/evacuation plan for each office.</li> </ul> |                        |  |                                 |  |          |        |
| <p><b>3.1. Identify and assess effective risk reduction plans and actions</b></p>  |        |   |                        |  |                                 |  |          |        |
| Objectives   | Inputs | ACTIVITIES/PROCESSES  |                        |  |                                 | INDICATORS FOR THE POLICY IMPLEMENTATION |          |        |
|  |        | Capacity Building   | Organisational Support | Governance and Institutional Development | Economic Growth and Development | outputs                                  | outcomes | Impact |



|  |  |  |   |   |  |   |  |  |
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| <b>Identify and assess occupational hazards and risks in the workplace</b> | Finance<br>HR<br>National Policies, Acts & Standards | Trained Health risk Assessors<br><br>Create awareness among employees on | Systematic approach to identifying and assess risks and impacts<br><br>Criteria defined to evaluate risks and impacts<br>Risk/impact assessment methodology defined | 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 of incidences.                  |
| <b>Establish controls to monitor and evaluate risk assessments</b>         | Finance<br>HR<br>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. |

3.2 Disaster Management plans developed, implemented and maintained

| 3.2 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                                       |
| <b>Ensure a written emergency plan is available</b>                 | Finance<br>HR<br>National Policies, Acts & Standards<br>Legal requirements<br>health practitioners | Emergency Response teams trained and included in emergency drills.<br><br>Co-ordinator trained to take control | Copies of plan or parts thereof available to all employees.<br><br>Planned routes established for easy access to medical facilities/assembly points<br><br>Provision | 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<br>With an emergency preparedness plan | Severity and impact of emergencies minimised |

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|--|--|--|--|--|--|--|--|--|
|  |  |  | made for<br>emergency<br>referral to<br>doctor/hospit<br>al                              |  |  |  |  |  |
|  |  |  | Plan to<br>include<br>disaster<br>planning<br>emergency<br>response<br>team<br>structure |  |  |  |  |  |
|  |  |  | Plan to<br>evacuate<br>disabled<br>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                                       |
| <b>Ensure emergency response teams that are suitable for the type of operations available and trained in their duties for emergency</b> | Finance<br>HR<br>National Policies, Acts & Standards | Emergency Response teams trained and included in emergency drills.<br><br>Co-ordinator trained to take control | Regular drills in line with identified emergency scenarios carried out<br><br>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 |

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| Objectives   | Inputs   | ACTIVITIES/PROCESSES   |   |   |   | INDICATORS FOR THE POLICY IMPLEMENTATION                                    |   |  |
|--|--|--|---|---|---|---|---|--|
|  |  | Capacity Building  | Organisational Support  | Governance and Institutional Development  | Economic Growth and Development               | outputs   | outcomes                                      | Impact                                       |
| <b>Ensure a dedicated control center is available and an alternative in the event of the main center being rendered inoperative.</b> | Finance<br>HR<br>National Policies, Acts & Standards | Emergency Response teams trained and included in emergency drills.<br><br>Co-ordinator trained to take control | Control center fitted with necessary communications and/or other emergency equipment plan<br><br>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 |

|   |  |  |   |   |   |   |   |  |
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|   |  |  |   |   |   |   |   |  |
| <b>Develop a disaster management monitoring and evaluation plan</b> | Finance<br>HR<br>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. |

3.3 Develop an emergency/evacuation plan for each office

| Objectives                              | Inputs   | ACTIVITIES/PROCESSES  |   |   |   | INDICATORS FOR THE POLICY IMPLEMENTATION                  |   |                                  |
|---|--|---|---|---|---|---|---|----------------------------------|
|   |  | Capacity Building   | Organisational Support                            | Governance and Institutional Development  | Economic Growth and Development               | outputs   | outcomes  | Impact                           |
| <b>The Emergency team</b>               | Finance<br>HR<br>National Policies, Acts & Standards | Train EHW practitioners and managers on emergency evacuation. | A manual with all details on emergency evacuation | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders . | No of departments with an emergency team                  | % of department with effective emergency teams          | An occupational safe environment |
| <b>Duties of emergency team members</b> | Finance<br>HR<br>National Policies, Acts & Standards | Train EHW practitioners and managers on emergency evacuation  | A manual with all details on emergency evacuation | Clearly indicating the role players from all levels and functions of the              | Partnerships with the relevant stakeholders . | No of departments with documented duties for team members | % of departments with a report on emergency evacuations | An occupational safe environment |



|  |  |  |   |   |   |  |   |                                  |
|--|--|--|---|---|---|--|---|----------------------------------|
|  |  |  |   | organisation  |   |  |   |                                  |
| <b>Action plans and emergency procedures</b> | Finance<br>HR<br>National Policies, Acts & Standards | Train EHW practitioners and managers on emergency evacuation | A manual with all details on emergency evacuation | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders . | No of departments with action plans and emergency procedures | % of departments with a report on emergency evacuations | An occupational safe environment |
| <b>Building plans and maps</b>               | Finance<br>HR<br>National Policies, Acts & Standards | Train EHW practitioners and managers on emergency evacuation | A manual with all details on emergency evacuation | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders . | No of departments with building plans and maps               | % of departments with a report on emergency evacuations | An occupational safe environment |
| <b>Emergency plan register</b>               | Finance<br>HR<br>National Policies, Acts & Standards | Train EHW practitioners and managers on emergency evacuation | A manual with all details on emergency evacuation | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders . | No of departments with emergency plan register               | % of departments with a report on emergency evacuations | An occupational safe environment |
| <b>Emergency evacuation drills</b>           | Finance<br>HR<br>National                            | Train EHW practitioners and                                  | A manual with all details on emergency            | Clearly indicating the role   | Partnerships with the relevant                | No of departments doing                                      | % of departments with a report                          | An occupational safe environment |

|  |                            |                                  |            |   |              |                   |                          |  |
|--|----------------------------|----------------------------------|------------|---|--------------|-------------------|--------------------------|--|
|  | Policies, Acts & Standards | managers on emergency evacuation | evacuation | players from all levels and functions of the organisation | stakeholders | evacuation drills | on emergency evacuations |  |
|--|----------------------------|----------------------------------|------------|---|--------------|-------------------|--------------------------|--|

| Sub-Objective | Success Indicators   |
|---------------|--|
| 4.            | <ul style="list-style-type: none"><li>• Conducting Audits</li><li>• Cover all the elements of the SHERQ system</li><li>• Asses each element of the SHERQ system and determine the level of compliance</li><li>• Risk Assessment reports verified by approved IAA's</li></ul> |

#### 4.1. Conducting Audits

| Objectives   | Inputs   | ACTIVITIES/PROCESSES   |   |   |  | INDICATORS FOR THE POLICY IMPLEMENTATION |                                     |   |
|--|--|--|---|---|--|--|-------------------------------------|---|
|  |  | Capacity Building  | Organisational Support  | Governance and Institutional Development  | Economic Growth and Development              | outputs                                  | outcomes                            | Impact                                    |
| <b>Selecting a group of individuals to perform an internal audit</b> | Finance<br>HR<br>National Policies, Acts & Standards | Training EHW practitioners on how to conduct internal audits | A manual that have numbers, statements, or other evidence found in the audit. | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders. | No of departments with audit teams       | % of departments with audit reports | Reduced no of incidences in the workplace |
| <b>Conduct audits twice a year or yearly</b>                         | Finance<br>HR<br>National Policies, Acts &           | Training EHW practitioners on how to conduct                 | A tool to conduct Audits  | Clearly indicating the role players from all levels                                   | Partnerships with the relevant stakeholders. | No of departments conducting Audits      | % of departments with audit reports | Reduced no of incidences in the workplace |

|  |           |                 |  |                                   |  |  |  |  |
|--|-----------|-----------------|--|-----------------------------------|--|--|--|--|
|  | Standards | internal audits |  | and functions of the organisation |  |  |  |  |
|--|-----------|-----------------|--|-----------------------------------|--|--|--|--|

4.2 Cover all the elements of the SHERQ system

| Objectives                              | Inputs                    | ACTIVITIES/PROCESSES |                                   |  |                                 | INDICATORS FOR THE POLICY IMPLEMENTATION |                               |  |
|---|---------------------------|----------------------|-----------------------------------|--|---------------------------------|--|-------------------------------|--|
|   |                           | Capacity Building    | Organisational Support            | Governance and Institutional Development | Economic Growth and Development | outputs                                  | outcomes                      | Impact                                     |
| <b>Developing organizational health</b> | Finance<br>HR<br>National | Train employees on   | Controls developed to monitor and | Clearly indicating the role              | Partnerships with the relevant  | No of departments                        | % of departments with reports | Reduced no of incidences in the workplace. |

|                     |                            |                                 |                                   |   |              |  |                                 |  |
|---------------------|----------------------------|---------------------------------|-----------------------------------|---|--------------|--|---------------------------------|--|
| <b>risk profile</b> | Policies, Acts & Standards | developing health risk profiles | evaluate organisational profiles. | players from all levels and functions of the organisation | stakeholders | conducting HRA to get departmental risk profiles | on organisational risk profiles |  |
|---------------------|----------------------------|---------------------------------|-----------------------------------|---|--------------|--|---------------------------------|--|

4.3 Assess **each element** of the **SHERQ** system and determine the level of compliance.

| Objectives | Inputs | ACTIVITIES/PROCESSES |                        |  |                                 | INDICATORS FOR THE POLICY IMPLEMENTATION |          |        |
|------------|--------|----------------------|------------------------|--|---------------------------------|--|----------|--------|
|            |        | Capacity Building    | Organisational Support | Governance and Institutional Development | Economic Growth and Development | outputs                                  | outcomes | Impact |
|            |        |                      |                        |  |                                 |  |          |        |

|   |  |   |   |   |   |  |  |  |
|---|--|---|---|---|---|--|--|--|
| <b>Asses each element of the SHERQ system</b> | Finance<br>HR<br>National Policies, Acts & Standards | Train employees on elements of the SHERQ system | Controls developed to assess elements of the SHERQ system | Clearly indicating the role players from all levels and functions of the organisation | Partnerships with the relevant stakeholders | No of departments assessing the SHERQ system | % of departments with a report on assessments of elements of a health system | Reduced no of incidences in the workplace. |
|---|--|---|---|---|---|--|--|--|

| 4.4 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                      |
| <b>Ensure that all risk assessment reports are verified and safely maintained</b> | Finance<br>HR<br>National Policies, Acts & Standards | Train employees on risk assessments | Records shall be maintained<br><br>Records shall be legible, identifiable and traceable | Clearly indicating the role players from all levels and functions of | Partnerships with the relevant stakeholders | <b>No of departments with risk assessment reports</b> | % of departments with verified risk assessment reports | Reduced occupational risks. |

|  |  |  |                             |                  |  |  |  |  |
|--|--|--|-----------------------------|------------------|--|--|--|--|
|  |  |  | to the activities involved. | the organisation |  |  |  |  |
|--|--|--|-----------------------------|------------------|--|--|--|--|