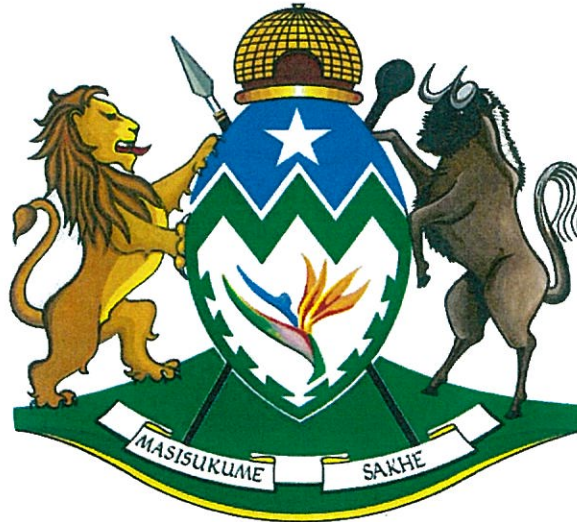


**KWAZULU-NATAL PROVINCIAL ADMINISTRATION**



**PROVINCIAL POLICY FRAMEWORK ON  
SAFETY, HEALTH, ENVIRONMENT, RISK AND QUALITY (SHERQ)  
MANAGEMENT**

This Provincial Policy Framework was approved by the Director-General of the Province of KwaZulu-Natal on 15.04.14.

Signed: 

**Mr NVE Ngidi  
Director-General**





- 3.1 improve occupational health and safety by controlling health hazards in the workplace;
- 3.2 have a healthy and safe public service environment that is safe for both public servants and the community at large;
- 3.3 have a provincial public service that can identify and manage risks and improve the quality of services; and
- 3.4 guide the provincial government departments on how to manage risks, eliminate illness, disease and accidents.

#### 4. AUTHORISATION

This policy framework is governed by the following legislation and policy documents:

- 4.1 Basic Conditions of Employment Act, No. 75 of 1997.
- 4.2 Compensation of Occupational Injuries and Diseases Act, No. 130 of 1993.
- 4.3 Constitution of the Republic of South Africa Act, No. 108 of 1996.
- 4.4 Disaster Management Act, No. 57 of 2002.
- 4.5 Employee Health and Wellness Strategic Framework for the Public Service, November 2008.
- 4.6 Employment Equity Act, No. 55 of 1998.
- 4.7 ILO Decent Work Agenda 2007-2015
- 4.8 Labour Relations Act, No. 66 of 1995.
- 4.9 Medical Schemes Act, No. 131 of 1998.
- 4.10 National Health Care Act, No. 61 of 2003.
- 4.11 National TB Infection Control Guidelines, June 2007
- 4.12 National Strategic Framework on Stigma and Discrimination.
- 4.13 Occupational Health and Safety Act, No. 85 of 1993.
- 4.14 Policy and Procedure on Incapacity Leave and Ill-health Retirement (PILIR).

- 4.15 Promotion of Equality and Prevention of Unfair Discrimination Act, No.4 of 2000.
- 4.16 Promotion of Access to Information Act, No. 2 of 2000.
- 4.17 Public Service Act, 1994 as amended and Public Service Regulations, 2001.
- 4.18 Tobacco Products Control Amendment Act, No. 12 of 1999.
- 4.19 WHO Global Strategy on Occupational Health for All
- 4.20 Government Immovable Assets Management Act, No.19 of 2007.

## 5. DEFINITION OF TERMS

For the purpose of this policy framework, unless the context indicates otherwise, the following definitions are set out for the terms indicated:

**“Department”** means the Office of the Premier, provincial department or a provincial government component within KwaZulu-Natal.

**“Designated Senior Manager”** means a member of the senior management service who is tasked with championing the SHERQ management programme.

**“Director-General”** means the head of department in the Office of the Premier, KwaZulu-Natal.

**“Employee”** means an employee as defined in the Public Service Act, 1994 and the Employment of Educators Act, 1998.

**“Hazard”** means any source of or exposure to danger.

**“Head of Department”** means the incumbent of a post mentioned in column 2 of Schedule 1, 2 or 3 of the Public Service Act, 1994 and includes any employee acting in such post.

**“Health and Safety Representative”** means a representative of workers that each and every employer who has more than 20 employees in his employment at the workplace, shall, within four months after the commencement of the Occupational Health and Safety Act, 1993 (Section17) or after commencing business, or from such time as the number of employees exceeds 20, as the case may be, designate in writing for a specific period health and safety representative for such workplace, or for different sections thereof.

**“Occupational Exposure”** means the exposure to blood and other body fluids.

**“Occupational Health”** includes occupational hygiene, occupational medicine and biological monitoring.

**“Occupational Hygiene”** means the discipline that anticipates, recognises, evaluates and controls health hazards in the working environment with the objective of protecting worker health and well-being and safeguarding the community at large.

**“Policy Framework”** means this Provincial Policy Framework on Safety, Health, Environment, Risk and Quality Management.

**“Provincial SHERQ Steering Committee”** means a vehicle of coordination, communication, collaboration, consultation, which seeks to establish harmonised communication of the SHERQ initiatives and build commitment for its implementation and create avenues through which collaborative initiatives can be forged.

**“Risk”** means the probability that injury or damage will occur.

**“SHERQ” Management** means Safety, Health, Environment, Risk and Quality Management.

**“SHERQ Management Committee”** means a committee that initiates, develops, promotes, maintains and reviews measures to ensure the health and safety of employees in a department. The employer shall in respect of each workplace where two or more health and safety representatives have been designated, establish one or more health and safety committees and they must be established under section 19 of the Occupational Health and Safety Act 85 of 1993.

## **6. SCOPE OF APPLICATION**

This policy framework applies to the Office of the Premier, and all Provincial Departments in the Province of KwaZulu-Natal as contemplated in the Public Service Act 1994.

## **7. GUIDING PRINCIPLES**

The SHERQ Management policy framework is underpinned by the following principles:

- 7.1 Focus on all levels of employment.
- 7.2 Responding to the needs of designated groups such as women, youth, older persons, people with disabilities and people living with HIV and AIDS.
- 7.3 Equality and non-discrimination, upholding the value that unfair discrimination on any grounds should be eliminated.
- 7.4 Healthy integration and embracing change.

- 7.5 Human dignity, autonomy, development and empowerment.
- 7.6 A Barrier-free Public Service.
- 7.7 Collaborative Partnerships.
- 7.8 Confidentiality and ethical behaviour.
- 7.9 Programme coherence: The programmes / protocols that are offered should not contradict each other in the various departments.

## **8. POLICY MEASURES**

This policy framework must be implemented in line with the three major objectives, namely Health and Safety, Environmental Management and Quality and Risk Management.

### **8.1 Health and Safety**

The significance of this objective is to ensure a healthy and safe work environment.

The following activities must be undertaken:

- (a) Provide and manage adequate and clean facilities;
- (b) Identify and manage hazardous risks related to health and safety;
- (c) Ensure employee participation in and responsibility for the safety, health and environment systems; and
- (d) Establish a participative forum to discuss and action health and safety matters.

### **8.2 Environmental Management**

This objective is required to monitor the effectiveness of risk control measures and trigger corrective actions when required.

The following activities must be undertaken:

- (a) Align all designs and special facilities with the department's image and culture;
- (b) Compile a maintenance schedule for buildings, floors and structures in terms of the Government Immovable Asset Management Act, 2007;
- (c) Provide sufficient lighting levels and visibility under all operating circumstances; and

- (d) Provide adequate ventilation systems as determined by risk assessments.

### **8.3 Quality and Risk Management**

This objective is required to identify and assess risks through a dynamic, formal, structured and holistic process to facilitate effective risk reduction plans and actions.

The following activities must be undertaken:

- (a) Identify and assess effective risk reduction plans and action;
- (b) Establish workplace preparedness plans;
- (c) Develop an emergency/evacuation plan for each office;
- (d) Comply with International Organisation for Standardisation (ISO) 9001:2000 to ensure a good Quality Management System (QMS); and
- (e) Comply with Occupational Health Standards and Systems (OHSAS) 18001:2007 to ensure Health and Safety and International Organisation for Standardisation (ISO) 14001:2004 to ensure the required environmental issues.

## **9. ROLES AND RESPONSIBILITIES**

This policy framework identifies the following role players, their functions and responsibilities.

### **9.1 Director-General must:**

- (a) appoint a designated senior manager to champion SHERQ programmes in the Province.
- (b) establish a SHERQ Steering Committee.

### **9.2 The Head of Department must:**

- (a) provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of employees.
- (b) ensure that there is a written policy concerning the protection of the health and safety of employees at work, and the safety of the general public entering the workplace premises.
- (c) appoint a designated senior manager to champion SHERQ programmes in the workplace.



- (d) designate in writing for a specified period health and safety representatives for the workplace, or for different sections thereof.
- (e) establish an appropriate organisational structure for SHERQ.
- (f) ensure that Total Quality Management Systems are in place.

**9.3 The Senior Manager responsible for SHERQ Management must:**

- (a) develop capacity building programmes to promote competency development of practitioners.
- (b) assist with SHERQ promotion at an organisational level.
- (c) develop an integrated SHERQ information management system.
- (d) ensure financial planning and budgeting.
- (e) mobilise management and stakeholder support.
- (f) establish a SHERQ management committee and consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of employees at work.
- (g) develop and implement an ethical framework for SHERQ.
- (h) develop and implement a system for monitoring, evaluation, and impact analysis.
- (i) ensure commitment to continual improvement of the SHERQ system
- (j) ensure commitment to comply with minimum current applicable legislation, regulations and other requirements to which the department subscribes.

**9.4 All Managers and Supervisors must:**

- (a) coordinate the implementation of SHERQ, projects and interventions.
- (b) plan, monitor and manage SHERQ according to strategies, policies and budgetary guidelines.
- (c) make provision for counselling to individual employees and to their immediate family members.
- (d) identify personal development needs for individual employees.

- (e) analyse and evaluate data and communicate information, statistics and results to various stakeholders and management.
- (f) promote work-life balance for employees.

**9.5 The Provincial SHERQ Management Steering Committee which is hereby established must:**

- (a) meet at least once per quarter.
- (b) be composed of SHERQ Management Committee representatives from each department.
- (c) draw lessons from policy implementation, monitoring and evaluation.
- (d) assess the impact of SHERQ on the ongoing transformation of the Public Service.
- (e) consistently measure the impact of SHERQ on the productivity of the Public Service.
- (f) coordinate the efforts of departments to address strategic and SHERQ related issues.
- (g) ensure that information is cascaded to all levels in the province and in the departments, as well as to all stakeholders.

**9.6 The SHERQ Management Committee must:**

- (a) hold meetings as often as may be necessary, but at least once per quarter.
- (b) make recommendations to the designated Senior Manager or, where the recommendations fail to resolve the matter, to an inspector regarding any matter affecting the health or safety of persons at the workplace or any section thereof for which such committee has been established.
- (c) discuss any incident at the workplace or section thereof in which or in consequence of which any person was injured, became ill or died, and may in writing report on the incident to an inspector.
- (d) keep record of each recommendation made to an employer and of any report made to an inspector.
- (e) ensure adherence to standards as set by legislation, regulations, International Standards Organisation (ISO) and the Department of Labour.

(f) involve organised labour.

**9.7 The Health and Safety Representatives must:**

(a) review the effectiveness of health and safety measures

(b) identify potential hazards and potential major incidents at the workplace

(c) in collaboration with the designated senior manager, examine the causes of incidents at the workplace, investigate complaints by any employee relating to the employee's health or safety at work.

(d) make representations to the designated senior manager on general matters affecting the health or safety of the employees at the workplace.

(e) inspect the workplace, including any article, substance, plant, machinery or health and safety equipment at the workplace with a view to improve the health and safety of employees, at such intervals as may be agreed upon with the Head of Department: Provided that the health and safety representative shall give reasonable notice of his / her intention to carry out such an inspection to the Head of Department, who may be present during the inspection.

(f) participate in consultations with inspectors at the workplace and accompany inspectors on inspections of the workplace.

(g) in their capacity as health and safety representatives attend meetings of the SHERQ management committee of which they are members, in connection with any of the above functions.

(h) act as a focal point for the distribution of evidence-based and generic health and wellness promotional material at the workplace.

(i) take the initiative to implement awareness activities, or to communicate health and wellness information at the workplace.

(j) act as a referral agent of employees to relevant internal or external health support programmes.

(k) be involved with the identification of health risks at the workplace.

(l) initiate and arrange staff training with regard to employee health and wellness.

(m) ensure adherence to standards as set by legislation, regulations, the International Organisation for Standardisation (ISO) and the Department of Labour.

(n) submit monthly reports of activities to the SHERQ Management Committee.

**9.8 All employees must:**

(a) take reasonable care for their health and safety and that of other persons who may be affected by their acts or omissions.

(b) obey the health and safety rules and procedures laid down by their Heads of Department or any authorized person in the interest of health and safety.

(c) report as soon as is practicably possible any unsafe or unhealthy situation which comes to their attention, to the Head of Department or to the health and safety representative for their workplace or section thereof.

(d) if involved in any incident which may affect their health or which has caused an injury to themselves, report such incident to their Head of Department or to their health and safety representative, as soon as practicable.

(e) comply with standards as set by legislation, regulations, the International Organisation for Standardization (ISO) and the Department of Labour.

**9.9 Organised Labour Representatives must:**

(a) represent employees in the workplace.

(b) ensure that the employer fulfills the mandates of Occupational Health and Safety Act and Regulations to optimize Health and Safety in the workplace.

(c) attend SHERQ committee meetings.

(d) make representations to the employer on agreed issues affecting the health and safety of employees at the work place.

**10. FINANCIAL IMPLICATIONS**

The Heads of Department must ensure that funds are available to implement this policy framework.

## 11. POLICY IMPLEMENTATION

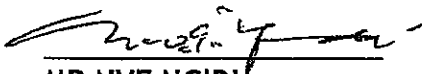
- 11.1 The implementation of this policy framework will require departments to develop their respective implementation plans outlining SHERQ Management programmes.
- 11.2 For completeness, the implementation plans must comprise all three sub-objectives, namely:
- (a) Health and Safety,
  - (b) Environmental Management, and
  - (c) Quality and Risk Management.
- 11.3 Departments must develop an efficient and effective monitoring and evaluation system to monitor, evaluate and review progress and the impact of the implementation.

## 12. MONITORING, EVALUATION AND REVIEW

- 12.1 Monitoring, evaluation and review are crucial elements of this policy framework and must be done on an ongoing basis.
- 12.2 The Departments and Organised Labour representatives should submit any inputs necessary to assist in the review process of this policy framework.
- 12.3 The Directorate: Employee Health and Wellness in the Strategic Human Resources Chief Directorate in the Office of the Premier must amend and review this policy framework as and when necessary.

## 13. IMPLEMENTATION DATE

This policy framework comes into effect on 01 April 2014.



MR NVE NGIDI  
DIRECTOR-GENERAL

Date: 15.04.14



**cogta**

Department:  
Co-operative Governance and Traditional Affairs  
**PROVINCE OF KWAZULU-NATAL**

**DEPARTMENT OF COOPERATIVE GOVERNANCE  
AND TRADITIONAL AFFAIRS**

**PROVINCIAL SHERQ POLICY FOR  
IMPLEMENTATION WITHIN THE DEPARTMENT OF  
COGTA**

**MS DN QHOBOSHEANE  
HEAD OF DEPARTMENT  
CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

DATE: 16/7/14