



arts, culture,
sports & recreation

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POLICY TITLE : WELLNESS MANAGEMENT POLICY

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1. ABBREVIATIONS AND ACRONYMS

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 Assistance Programme

EH&WP: Employee Health & Wellness Programme

EH&WSF: Employee Health & Wellness Strategic Framework

HIV: Human Immunodeficiency Virus

HOD: Head of Department

HPM: Health and Productivity Management

HR: Human Resource

M&E: Monitoring & Evaluation

NEPAD: New Partnership for Africa's Development

OD: Organisational Development

OHS: Occupational Health and Safety

PILIR: Policy and Procedure on Incapacity Leave & III-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

SDG: Sustainable Development Goals

WHO: World Health Organization

2. DEFINITIONS OF CONCEPTS

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

Wellness: is an active process through which organizations become aware of, and make choices towards a more successful existence. For both individual and the organization, the concept of wellness is one where active steps can be taken to reduce chronic diseases and

mitigates its debilitating impact on personal lives and organizational productivity (DPSA Wellness Management policy)

Physical wellness: promotes taking care of your body for optimal health and functioning.

Social wellness: emphasizes the positive and interdependent relationships with others and nature.

Psychological wellness: is a dynamic state that is influenced by and influences our physical, intellectual, spiritual and social lives

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

Intellectual wellness: is the utilization of human resources and learning resources to expand knowledge and improve skills.

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.

Health and Wellness Coordinator: is an employee tasked with the responsibility to coordinate the implementation of wellness programmes. The wellness coordinator is professionally trained and registered with a relevant statutory body to perform therapeutic interventions.

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

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.

Employee: means a person appointed in terms of the public Service Act 1994.

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 directorates.

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.

Immediate Family: means spouse and children or as determined by the department.

Work-life balance: the achievement of equality between time spent working and one's personal life (Webster).

SOLVE: is the international Labour Organisation (ILO) programme dealing with the management of psychosocial factors (Stress, Tobacco, Alcohol and Drugs, HIV & AIDS, Violence, Nutrition, Physical Activity, Healthy Sleep, Economic Stress) in the workplace. Its focus is on the recognition of the interrelated relationship between these psychosocial factors.

3. PREAMBLE

- 3.1 This policy addresses the individual and organisational wellness in a proactive manner. This development is a radical departure from the Employee Assistance Programme which was limited in scope and practice and was reactive and not strong on prevention.
- 3.2 Non Communicable Diseases (NCDs) are caused to a large extent by four behavioural risk factors, namely tobacco use, unhealthy diet, insufficient physical activity and the harmful use of alcohol. Alcohol contributes to traumatic outcomes that kill or disable people at a relatively young age, resulting in the loss of many years of life to death and disability.
- 3.3 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.
- 3.4 The Wellness Management pillar will be best implemented through the use of SOLVE programme. SOLVE is an interactive educational programme designed to assist in the development of policy and action to address health promotion issues at the workplace. The SOLVE methodology includes a policy and action-oriented educational package that addresses the issues of Stress, Drugs and Alcohol, Violence, HIV&AIDS, Tobacco, Nutrition, Healthy Sleep, Physical Activity, and Economic Stress in an integrated way. It is based on the recognition of the interdependent relationships between psychosocial factors and other health-related behaviours and their underlying causes in the workplace (work organization, working conditions, labour relations).
- 3.5 This policy serves as a broader guide for the North West Department of Arts, Culture, Sport and Recreation in responding to wellness in the workplace. It specifically provides the department 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 the knowledge. The policy should be read in conjunction with the EH&W Strategic framework (2012), step -by- step implementation Guide and the Systems Monitoring and Evaluation Tool.

4. SCOPE OF APPLICATION

- 4.1 This policy is applicable to all employees of the North West Department of Arts, Culture, Sport and Recreation as contemplated in the Public Service Act 1994.

5. POLICY STATEMENT

- 5.1 The Department of Culture, Arts and Traditional Affairs is unreservedly concerned about the general well-being and safety of its officials.

6. POLICY OBJECTIVES

- 6.1 The objectives of this policy are to:
- a) Meet wellness needs of the employees and their immediate family members through preventative and curative measures.
 - b) Promote the physical and Psycho-social (social, emotional, occupational, spiritual, financial) wellbeing of individual employees
 - c) Create an organizational climate and culture that is conducive to wellness and comprehensive identification of psychosocial health risks.
 - d) Promote work-life balance through flexible policies in the workplace to accommodate work, personal and family needs

7. LEGISLATIVE FRAMEWORK

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

7.1.1 International instruments underpinning wellness management within the public service:

- ❖ WHO Global Strategy on Occupational Health for All
- ❖ WHO Global Worker's Plan 2008-2017
- ❖ ILO Decent Work Agenda 2007-2015
- ❖ ILO Promotional Framework for Occupational safety Convention 2006
- ❖ United Nations Convention on the Rights of people with Disabilities
- ❖ Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)
- ❖ Beijing Declaration and its Platform for Action 1995(+10)
- ❖ United Nations Sustainable Development Goals (SDGs)

- ❖ International Conventions on Population Development 1994(+10)
- ❖ World summit on sustainable Development, Johannesburg 2018
- ❖ WHO Commission on Social determinants of health.
- ❖ WHO Convention on Tobacco Control (CTC).

7.1.2 Legal framework for wellness management within the public service

- ❖ Constitution of the Republic of South Africa of 1996
- ❖ Occupational health and safety act 1993 (Act No. 85 of 1993)
- ❖ Labour relations Act, 1995 (Act No. 66 of 1995)
- ❖ Basic conditions of employment Act 1997 (Act No. 75 of 1997)
- ❖ Compensation for Occupational Diseases and Injuries Act, 1993 (Act No. 130 of 1993)
- ❖ Employment Equity Act, 1998 (Act No. 55 Of 1998)
- ❖ Disaster Management Act 2002 (Act No. 57 of 2002) and National Disaster Management Framework
- ❖ Tobacco Products Control Amendment Act, 1999 (Act No.12 of 1999)
- ❖ The promotion of equality and the prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000)
- ❖ Mental Health Care Act, 2002 (Act No. 17 of 2002)
- ❖ National Sports and Recreation Act 1998 (Act No. 110 of 1998)

7.1.3 Strategic frameworks applicable to wellness management within the public service

- ❖ National Strategic plan on HIV & AIDS 2017-2022
- ❖ National Strategic framework on stigma and discrimination
- ❖ National occupational health and safety policy of 2005
- ❖ EAPA-SA Standards 2015
- ❖ Mental health regulations 2018 as amended
- ❖ The public service regulations 2016 as amended
- ❖ Public Health (Tobacco) Regulation (PHTR) 2009
- ❖ Draft Sexual Harassment Policy for the Public Service

- ❖ Code of Good Practice on the protection of employees during pregnancy and after birth of a child.
- ❖ Policy on Incapacity Leave and III-Health Retirement
- ❖ Tobacco Regulations (2012)

7.1.4 Economic and social policy, programmes strategy

- ❖ EXCO resolution 6/2011
- ❖ Presidential, provincial pronouncements and budget speech
- ❖ Integrated Development Plans (IDP)
- ❖ Medium Term Strategic Framework
- ❖ National Spatial Development Strategies
- ❖ Provincial Growth and Development Strategies
- ❖ National Development Plan
- ❖ Gender mainstreaming framework

8. POLICY PRINCIPLES

8.1 The Wellness Management programme is underpinned by the following principles:

- a) Employees utilizing the Wellness management programme are assured of confidentiality, except in cases of risks to self and other or in terms of legislation.
- b) Only relevant registered professionals will be allowed to provide therapeutic interventions.
- c) As far as possible the generic principle of respect for autonomy, non-maleficence, beneficence and distributive justice will guide the actions of all professional working in the field of Wellness management.
- d) Focus on all levels of employment.
- e) Cohesiveness with HR processes
- f) Policy coherence: the policy measures should not contradict the measures of other related policies in the public service.
- g) Coherence of models: the service delivery models should offer same package to Public Servants in spite of it being in-house, outsourced or Departments of Health collaboration.

- h) Programme coherence: The programme/protocols that are offered should not contradict each other in various Department.
- i) Flexibility and adaptability.
- j) Maintaining a performance focus.
- k) Responding to the needs of designated employees (e.g people with disabilities and women).
- l) Voluntary participation: Employees participation in the programme is voluntary.

9. POLICY CONTENT

9.1 IMPLEMENTATION OF OBJECTIVES: PHYSICAL WELLNESS

9.1.1 Aim

- a) The physical dimension of wellness aims to promote physical wellbeing for optimal health and functioning.
- b) Attending to medical interventions to sustain physical fitness and seeking treatment for illnesses.

9.1.2 Policy principles

- a) Refer to Section 3.5 of this policy.

9.1.3 Policy measures

- a) Promotion of Physical Activity through establishment of gym facilities and sporting codes. **Employees of the Department as well as their immediate family members should be allowed to utilize Mmabana Gym facilities at a Zero or discounted rate since it is an entity funded by the Department.**
- b) Increasing access to centralized wellness centre's as negotiated by different provincial departments.
- c) High staff participation in physical wellness activities every afternoon Wednesday at 14H30. **Employer may look at establishing a centralised gym facility at Provincial Office and implement flexi-working conditions to accommodate employees who are interested to participate in gym everyday not only during sport Wednesday.**

- d) Promotion of Good Nutrition through education programs, weight control, medical intervention, life style and chronic diseases.
- e) Management of Tobacco use through promotion of tobacco free workplace.
- f) Promotion of Wellness through awareness and education programmes.

9.1.4 Procedural arrangements

- a) All procedural arrangements for implementation will be the same as identified for the role of designate senior manager in this policy.
- b) This policy will be further implemented as according to the implementation Guide.

9.2 IMPLEMENTATION OF OBJECTIVES: PSYCHO-SOCIAL WELLNESS

9.2.1 Aim

- a) 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.
- b) 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 promote financial fitness.

9.2.2 Policy principles

- a) Refer to Section 3.5 of this policy.

9.2.3 Policy measures

- a) Management of stress through workplace stress Management Programmes.
- b) Management of economic stress through workplace Financial Wellness Programmes.
- c) Management of alcohol and drugs through workplace Alcohol and Drug Programmes.
- d) Management of HIV&AIDS related psychosocial stressors (self-directed stigma and discrimination).
- e) Availability and accessibility of counselling services to all employees.

9.2.4 Procedural arrangements

- a) All procedural arrangements for implementation will be the same as identified for the role of designated senior manager in this policy.
- b) This policy will be further implemented as according to the implementation Guide.

9.3 IMPLEMENTATION OF OBJECTIVES: ORGANIZATIONAL WELLNESS

9.3.1 Aim

- a) Organizational wellness aims to promote an organizational culture that is conducive to individual and organizational wellness in order to enhance the effectiveness and efficiency of public service.
- b) 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.

9.3.2 Policy principles

- a) Refer to Section 3.5 of this policy.

9.3.3 Policy measures

- a) Management of workplace violence through workplace violence programmes (burnout, stress, victimization, harassment and bullying).
- b) Management of change in the organization through change management programme(Sourcing accredited service provider to conduct change management)
- c) Availability of a strategy for dissemination of wellness information.
- d) Manage human factor that impact on organizational wellness (e.g. Diversity Management). **Employer should see a need for implementation of programmes that promote diversity, for example employee's heritage and Wellness day celebration.**

9.3.4 Procedural arrangements

- a) All procedural arrangements for implementation will be the same as identified for the role of designated senior manager in this policy.
- b) This policy will be further implemented as according to the implementation Guide.

9.4 IMPLEMENTATION OF OBJECTIVES: WORK-LIFE BALANCE

9.4.1 Aim

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

9.4.2 Policy principles

- a) Refer to Section 3.5 of this policy.

9.4.3 Policy measures

- a) Development of flexible policies in the workplace that address work-life balance.
- b) **The employer shall not require the services of its employees during special holidays such as Christmas and Good Friday as a measure of allowing them to spend quality time with their families.**
- c) Employer may establish a child care facilities in the workplace.
- d) Development and implementation of retirement programmes in the workplace.

9.4.4 Procedural arrangements

- a) All procedural arrangements for implementation will be the same as identified for the role of designated senior manager in this policy.
- b) This policy will be further implemented as according to the implementation Guide.

10. ROLES AND RESPONSIBILITIES

10.1 Head of Department

- a) Ensures development and implementation of written policy on managing the wellbeing of both the employees and the organization.
- b) Appoints a designated senior manager to champion the Wellness Management programme in the department.
- c) Ensure the provision of resources for the implementation of Wellness Management programme in the department.

- d) Appoints a Wellness management Committee that will oversee the implementation of the wellness management programme in the department.

10.2 Designated Senior Manager

- a) Structures, strategize, plan and develops holistic Employee Health and Wellness programmes.
- b) Manages employee wellness strategies and policies, e.g wellness promotion and wellness facilities within budgetary guidelines
- c) Aligns and interface organizational wellness policy with other relevant policies and procedures.
- d) Liaise with external service providers to ensure that reports are submitted
- e) Plan interventions based on risk and needs analysis
- f) Monitor and evaluates implementation of wellness interventions
- g) Establish peer educator/wellness buddies programme

10.3 Wellness Coordinator

- a) Coordinates the implementation of wellness programmes, projects and interventions
- b) Plans, monitors and manages Wellness programmes according to strategies, policies and budgetary guidelines
- c) Provides counselling to individual employees and their immediate family members
- d) Analyzes and evaluate data and communicate information, statistics and results to various stakeholders and management
- e) Coordinate activities of peer educators/wellness buddies
- f) Promotes work-life balance of employees
- g) Provides information regarding nutrition and monitors canteen services
- h) Oversees the functioning of gymnasium and other physical and recreational activities in the workplace.

10.4 Peer Educator

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

10.5 Health and Wellness Committee

- a) Oversees the implementation of the Wellness policy and programmes in the department.
- b) Makes recommendations to the employer regarding any policy matter and implementation procedure including any matters affecting the wellness of employees.
- c) Keeps records of each recommendation made to an employer.
- d) Discusses any incident or condition at the workplace which might have a negative impact on the wellbeing of employees.
- e) Serves as a vehicle of communication to promote wellness initiatives within the workplace

10.6 Employee

- a) Apply his/her knowledge, motivation, communication, behaviour, self- management, attitude and skills towards achieving personal fitness, health and organizational goals.
- b) Look after his/her health by maintaining a healthy life style.
- c) Take an active part in improving the world of work by encouraging a health living environment and initiating a better communication with others.
- d) Make use of wellness facilities and services provided at the workplace.

10.7 Labour representatives

- a) Represent employees in the workplace.
- b) Ensure that the employer fulfil mandates of wellness legislation and regulations in order to optimize wellness in the workplace.
- c) Attend the Wellness committee meetings and make representation to the employer on agreed issues affecting the wellness of employees at the workplace.

11. FINANCIAL IMPLICATIONS

- 11.1** Finances for implementation of this policy will be sourced out from the Employee Health and Wellness unit budget as per provincial EXCO resolution 6/2011.

12. 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 twelve components of an effective Monitoring and Evaluation system and the organizational structure for implementation of the EH&W. An effective, efficient and implementable monitoring and evaluation system is required if this Wellness Management Policy is to be successful in measuring achievements of this policy objectives.

13. MONITORING AND EVALUATION

- a) Monitoring and Evaluation function has a significant role to play in Wellness Management interventions as it assist in assessing whether the programme is appropriate, cost effective and meeting the set objectives.
- b) Regular monitoring of progress on wellness management programmes should be done quarterly through reports submitted to office of the premier signed by the Director HR.
- c) These reports will inform implementation, monitoring and evaluation, and future planning. The twelve components of an effective Wellness Management M&E system are indicated below:
 - i. Organizational cultures with EH&W M&E functions.
 - ii. Human capacity for EH&W M&E.
 - iii. Partnership to plan, coordinate and manage the M&E system.
 - iv. National multi-sectoral EH&W M&E plan.
 - v. Annual costed national EH&W M&E work plan.
 - vi. Advocacy, communication and culture for EH&W M&E.

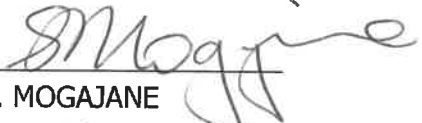
- vii. Routine EH&W programme monitoring.
- viii. Survey and surveillance.
- ix. National and sub national EH&W databases.
- x. Supportive supervision and data auditing.
- xi. EH&W evaluation and research.
- xii. Data dissemination and use.

14. POLICY REVIEW

14.1 This policy shall be reviewed every three (3) years, or as and when there are new developments.

15. APPROVAL AND COMMENCEMENT

Signed in Mahikeng on this _____ day of _____ 2022.



DR V. MOGAJANE
ACTING HEAD OF DEPARTMENT
DATE 06/09/2022