



**dpwr**

Department:  
**Public Works and Roads**  
North West Provincial Government  
Republic of South Africa

Modiri Molema Road  
Old Parliament Complex  
Mmabatho, 2735  
Private Bag X 2080, Mmabatho, 2735  
Republic of South Africa  
Tel.: +27 (18) 388 4320  
Cell: 082 578 4042  
Website: [www.nwpg.gov.za/public-works](http://www.nwpg.gov.za/public-works)

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## DIRECTORATE: HUMAN RESOURCE MANAGEMENT

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**POLICY TITLE : SAFETY, HEALTH, ENVIRONMENT, RISK AND QUALITY  
MANAGEMENT POLICY**

**POLICY REF. No. : SHERQ 2/OHS SHERQ POLICY**

### 1. PREAMBLE

1.1. This policy deals with the intangible and tangible factors of safety, health, environment, risks and quality management for purposes of optimal health and safety of NW: DPW&R employees, the safety of citizens and also the sustainability of the environment, the management of occupational and general risks and quality of departmental products and services. It is in response to international instruments, national legislation and generally accepted standards of the International Organisation of Standards and other standard generating authorities. This includes but not limited to ISO 45001 for Occupational Health and Safety, ISO 14001 for Environmental Management and ISO 9001 for Quality Management.

1.2. SHERQ Management seeks to contribute to decent work in the public service.

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

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

## 2. SCOPE

This policy shall apply to all employees of the North West Department of Public Works and Roads, as mandated by the Public Service Act 1994, Public Service Management Bill and DPWSA Health & Wellness Strategic Framework.

## 3. POLICY STATEMENT

The North West Department of Public Works and Roads recognizes that there is a need to create and maintain a work environment that is healthy and safe for its employees and that every effort will be made to involve all managers, supervisors and employees in the development and implementation of health and safety procedures and to comply with health and safety legislation in the spirit and the letter of the law.

This Policy embraces and accentuates the dictates of Section 8(1) of the Occupational Health and Safety Act, (Act 85 of 1993), as amended, namely; **"General Duties of Employers to their Employees"** which states that: - "Every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees".

Further on Section 14(a) of the Occupational Health and Safety Act, (Act 85 of 1993), as amended, **"General Duties of Employees at Work"**, states that: - "Every employee shall at work take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions".

Section 24(a) of The Constitution of the Republic of South Africa, 1996 (Act 108 1996), wraps it up under **"Environment"** which states that: - "Everyone has the right to an

environment that is not harmful to their health or well-being”.

The fundamental goal of this Policy is to have Management as employers, Organised Labour (Unions) and Workers/Employees together in partnership, strive to realise the following objectives:

- To create a healthy and safe working environment.
- To develop the best practices in occupational health and safety.
- To eliminate incidents and fatalities in the workplace i.e. elimination of injuries, diseases and fatalities in the workplace.
- To uphold the occupational health, safety and environment principles as enshrined in the Bill of Rights.
- To integrate occupational health, safety and environment in all the processes and strategies of the North West Department of Public Works and Roads.
- To make occupational health, safety and environment a way of life.
- To promote occupational health, safety and environment awareness.
- To develop enabling occupational health, safety and environment guidelines and directives.
- To improve the tripartite relationship (i.e. Government, Employers and Employees) to the benefit of all in the North West Department of Public Works and Roads.
- To abide by the requirements of occupational health, safety and environment legislation.
- To capacitate workers and managers on healthy, safe and environment working practices.
- To build an effective and efficient occupational health, safety and environment institutional framework.

#### **4. ABBREVIATIONS**

COIDA	Compensation for Occupational Injuries and Diseases Act
DPSA	Department of Public Service and Administration
EH & W	Employee Health and Wellness

EH&WMSF	Employee Health Wellness Management Strategic Framework
HRM	Human Resource Management
IEC	Information Education and Communication
ILO	International Labour Organisation
ISO	International Standardization Organisation
MDGs	Millennium Development Goals
M & E	Monitoring & Evaluation
NEPAD	New Partnership for Africa's Development
NW: DPW&R	North West Department of Public Works & Roads
NWHA	National Employees Health Agenda
OHS	Occupational Health & Safety
OHSAS	Occupational Health and Safety Act Standard
PDP	Personal Development Plan
PSR	Public Service Regulations
SADC	South African Development Community
SHERQ	Safety, Health, Environment, Risk and Quality
SMS	Senior Management Service
SOPs	Standard Operating Procedures
WHO	World Health Organisation

## **5. OBJECTIVE**

The NW: DPW&R commits itself to provide a working environment that is safe and healthy, characterised by assessment, identification, and management of occupational hazards and risks with the following intent:

- To improve Occupational Health and Safety by controlling health hazards in the workplace;
- To have a working environment that is safe and healthy for both employees and the community at large;
- To have a working environment that can manage risks and improve quality of services.

## **6. MISSION**

The NW: DPW&R is committed to the protection and promotion of health and safe environment for its employees by assessing risks and ensuring good quality of services through the enforcement of the Occupational Health and Safety Act, No. 85 of 1993.

## **7. PRINCIPLES**

The SHERQ Management Programme is underpinned by the following principles:

- Focus on all levels of employment, senior and executive management, middle managers, and operational and technical staff as well as staff at the lowest level of the occupational ladder.
- Responding to the needs of designated groups such as women, older persons, people with disabilities and people living with HIV & AIDS and TB.
- Representation of targeted groups, non-sexist, non-racist and fully inclusive of NW: DPW&R.
- Cohesiveness with HRD processes.
- Equality and non-discrimination upholding the value that discrimination on any unfair grounds should be eliminated.
- Health integration and embracing change
- Human dignity, autonomy, development and empowerment.
- Barrier-free Public Service of NW: DPW&R
- Collaborative Partnerships

- Confidentiality and ethical behaviour
- Policy Coherence: NW: DPW&R Policy measures should not contradict the measures of DOL.
- Coherence of models: The service delivery models should offer the same package to its employees, in spite of it being in-house.
- Programme coherence: The programmes / protocols that are offered should not contradict each other in the various Chief Directorates/Directorates and institutions.

## **8. LEGAL FRAMEWORK**

### **8.1 INTERNATIONAL INSTRUMENTS UNDERPINNING SHERQ MANAGEMENT**

- 8.1.1 WHO Global Strategy Occupational Health for All
- 8.1.2 WHO Global Worker's Plan 2008-2017
- 8.1.3 ILO Decent Work Agenda 2007-2015
- 8.1.4 ILO Promotional Framework of Occupational Safety Convention 2006
- 8.1.5 United Nations Convention on the Rights of People with disabilities
- 8.1.6 United Nations Millennium Declaration and its Development Goals (MDGs)
- 8.1.7 The International Convention on Population Development 1994
- 8.1.8 World Summit on sustainable Development, Johannesburg 2002
- 8.1.9 WHO Commission on social determinants of health

### **8.2 LEGAL FRAMEWORK FOR SHERQ MANAGEMENT WITHIN THE NW: DPW&R**

- 8.2.1 Constitution of the RSA, Act 108 of 1996
- 8.2.2 Disaster Management Act, no. 57 of 2002

- 8.2.3 Basic Conditions of Employment Act 75 of 1997
- 8.2.4 Occupational Health and Safety Act 85 of 1993
- 8.2.5 Employment Equity Act (55 of 1998; 97 of 1998; 9 of 1999)
- 8.2.6 Labour Relations Act, 66 of 1995
- 8.2.7 National Disaster Management Framework
- 8.2.8 Promotion of Equality and Prevention of Unfair Discrimination Act, of 2000
- 8.2.9 Public Service Act, 1994 as Amended & Regulations
- 8.2.10 Compensation for Occupation Diseases and Injuries Act, No.130 of 1993
- 8.2.11 Mental Health Care Act No 17,2002
- 8.2.12 The Medical SCHEMES Act, No. 131 of 1998
- 8.2.13 Health Care Act
- 8.2.14 Tobacco Products Control Amendment Act No. 12,1999

### **8.3 STRATEGIC FRAMEWORKS APPLICABLE TO SHERQ WITHIN THE NW: DPW&R**

- 8.3.1 National Strategic Framework on Stigma and Discrimination
- 8.3.2 National Occupational Health and Safety Policy of 2005

### **8.4 ECONOMIC AND SOCIAL POLICY, PROGRAMMES AND STRATEGY**

- 8.4.1 Presidential Pronouncement and Budget Speech
- 8.4.2 Integrated Development Plans (IDPs)
- 8.4.3 Occupational Health Policy 2005 (Department of Labour)
- 8.4.4 Medium Term Strategic Framework
- 8.4.5 National Spatial Development Strategies
- 8.4.6 Provincial Growth and Development Strategies

## 9. DEFINITIONS

- 9.1 **"OCCUPATIONAL HEALTH"** includes occupational hygiene, occupational medicine and biological monitoring.
- 9.2 **"OCCUPATIONAL HYGIENE"** is the discipline of anticipating, recognising, evaluating and controlling health hazards in the working environment with the objective of protecting employees' health and well-being and safe guarding the stakeholders.
- 9.3 **"OCCUPATIONAL HEALTH AND SAFETY REPRESENTATIVES"** means authorized person designated to perform health and safety duties in the workplace under Section 17(1) of OHS Act, 85 of 1993.
- 9.4 **"OCCUPATIONAL HEALTH AND SAFETY COMMITTEE"** means a committee established under section 19 of Occupation Health and Safety Act, 85 of 1993.
- 9.5 **"HAZARD"** means any source of / or exposure to danger.
- 9.6 **"RISK"** means the probability that injury or damage will occur.
- 9.7 **"HOD"** means head of department, or any employee acting in such a post.
- 9.8 **"SENIOR MANAGER"** means a manager who promotes public management culture of excellence based on values and principles of section 195(1) of the constitution and the provision of the Public Service Act of 1994.
- 9.9 **"EMPLOYEE"** means a person appointed in terms of the public Service Act 1994.
- 9.10 **"HEALTH AND SAFETY REPRESENTATIVE"**: It is a representative of workers that each and every employer who has more than 20 employees in his employment at the workplace, shall, within four months after the commencement of this Act or after commencing business, or from such time as the number of employees exceeds 20, as the case may be, designate in



writing for a specific period health and safety representative for such workplace, or for different sections thereof.

- 9.11 **"HEALTH AND SAFETY COMMITTEE"**: it is a committee that initiates, develops, promotes, maintains, advises and reviews measures to ensure the Health and safety of employees at work. The employers shall in respect of each work place where two or more Health and Safety representatives have been designated, establish one or more Health and Safety committees.

## **10. ROLE PLAYERS AND THEIR RESPONSIBILITIES**

This policy enjoins the following role players to:

### **10.1 The Head of Department shall:**

- 10.1.1 Provide and maintain, as far as reasonably practicable, a work environment that is safe and without risk to the health of employees.
- 10.1.2 Ensure that there is a written policy concerning the protection of the health and safety of employees at work, and the safety of the general public.
- 10.1.3 Appoint a designated senior manager to champion SHERQ programmes in the workplace.
- 10.1.4 Designate in writing for a specified period health and safety representatives for the workplace, or for different sections thereof.
- 10.1.5 Establish one or more health and safety committees and consult with the committee with a view to initiating, developing, promoting, maintaining and reviewing measures to ensure the health and safety of employees at work
- 10.1.6 Ensure Total Quality Management Systems

### **10.2 The Designated Senior Manager shall:**

- 10.2.1 Develop capacity building programmes i.e.

- 10.2.1.1 Promote competence development of practitioners
- 10.2.1.2 Improve capacity development of auxiliary functions (HRM&D) to assist with SHERQ promotion at departmental level.
- 10.2.1.3 Establish e-Health and Wellness information systems
  
- 10.2.2 Form organizational support initiatives i.e.
  - 10.2.2.1 Establish an appropriate organisational structures for SHERQ
  - 10.2.2.2 Ensure Human Resource planning and management
  - 10.2.2.3 Develop integrated SHERQ information management system
  - 10.2.2.4 Provide physical resources and facilities
  - 10.2.2.5 Ensure financial planning and budgeting
  - 10.2.2.6 Mobilise management support
  - 10.2.2.7 Develop Governance and Institutional Initiatives i.e.
  - 10.2.2.8 Establish a SHERQ Steering Committee
  - 10.2.2.9 Obtain Stakeholder commitment and development
  - 10.2.2.10 Develop and implement an ethical framework for SHERQ
  - 10.2.2.11 Develop the management of SHERQ care
  - 10.2.2.12 Develop and maintain an effective communication system
  - 10.2.2.13 Develop and implement a system for monitoring, evaluation, and impact analysis
  - 10.2.2.14 Develop Economic Growth and Development Initiatives i.e.
  - 10.2.2.15 Mitigate the impact of diseases on the economy
  - 10.2.2.16 Insure responsiveness to the Government's Programme of Action
  - 10.2.2.17 Ensure Responsiveness to Millennium Development Goals
  - 10.2.2.18 Ensure policy is appropriate to the nature and scale of the NW:DPW&R SHERQ risks and impacts
  - 10.2.2.19 Ensure policy is aligned with the SHERQ hazard identification and risk assessment outcomes
  - 10.2.2.20 Ensure policy includes a commitment to continual improvement of the SHERQ system

- 10.2.2.21 Ensure policy includes a commitment to comply with minimum current applicable legislation, regulations and other requirements to which the department subscribes.
- 10.2.2.22 Ensure policy provides a framework for setting and reviewing SHERQ objectives and targets
- 10.2.2.23 Ensure policies are documented, implemented, maintained and communicated to all employees
- 10.2.2.24 Ensure Policy is available to all interested and affected parties and
- 10.2.2.25 Policy is reviewed periodically to remain relevant and appropriate to the organisation's SHERQ risks

### **10.3 Health and Safety Representatives shall:**

- 10.3.1 Review the effectiveness of health and safety measures
- 10.3.2 Identify potential hazards and potential major incidents at the workplace
- 10.3.3 In collaboration with the employer, examine the causes of incidents at the workplace, investigate complaints by any employee relating to employee's health or safety at work.
- 10.3.4 Make representation to the employer on general matters affecting the health or safety of the employees at the workplace.
- 10.3.5 Inspect the workplace, including any article, substance, plant, machinery or health and safety equipment at the workplace with a view to improve the health and safety of employees, at such intervals as may be agreed upon with the employer: Provided that the health and safety representative shall give reasonable notice of his intention to carry out such an inspection to the employer, who may be present during the inspection
- 10.3.6 Participate in consultations with inspectors at the workplace and accompany inspections of the workplace

- 10.3.7 In their capacity as health and safety representatives attend meeting of the health and safety committee of which they are members, in connection with any of the above functions
- 10.3.8 Take initiative to implement awareness activities, or to communicate health and wellness information at the workplace
- 10.3.9 Act as a referral agent of employees to relevant internal or external health support programmes
- 10.3.10 Be involved with the identification of health risks at the workplace
- 10.3.11 Initiate and arrange staff training with regard to Employee Health and Wellness.
- 10.3.12 Ensure adherence to standards as set by legislation, regulations, SABS / SANS, ISO and DOL
- 10.3.13 Submit monthly reports of activities to the SHERQ coordinator.

#### **10.4 Health and Safety Committee shall:**

- 10.4.1 Make recommendations to the employer or, where the recommendations fail to resolve the matter, to an inspector regarding any matter affecting the health or safety of persons at the workplace or any section thereof for which such committee has been established
- 10.4.2 Discuss any incident at the workplace or section thereof in which or in consequence of which any person was injured, became ill or died, and may in writing report on the incident to an inspector
- 10.4.3 Keep records of each recommendation made to an employer and of any report made to an inspector.
- 10.4.4 Ensure adherence to standards as set by legislation, regulations, SABS, ISO, and DOL
- 10.4.5 Involve Labour Relations Movements

### **10.5 The Employee shall:**

- 10.5.1 Take reasonable care for the health and safety of him/herself and of other persons who may be affected by his/her acts or omissions
- 10.5.2 Obey the health and safety rules and procedures laid down by his/her employer or any authorized person in the interest of health and safety
- 10.5.3 Report as soon as practicable unsafe or unhealthy situation which comes to his/her attention, to the employer or to the health and safety representative for his/her workplace or section thereof
- 10.5.4 If involved in any incident which may affect his/her health or which has caused any injury to him/herself, report such incident to his/her employer or to his/her health and safety representative, as soon as practicable
- 10.5.5 Comply with standards as set by legislation, regulations, SABS, ISO and DOL.

### **10.6 The SHERQ Coordinator shall:**

- 10.6.1 Coordinate the implementation of SHERQ, projects and interventions
- 10.6.2 Plan, monitor and manage SHERQ according to strategies, policies and budgetary guidelines
- 10.6.3 Make provision for counselling to individual employees and to their immediate family members
- 10.6.4 Identify personal development needs for individual employees
- 10.6.5 Analyse and evaluate data and communicate information, statistics and results to various stakeholders and management
- 10.6.6 Coordinate activities of Health and Safety Representatives
- 10.6.7 Promote work-life balance for employee

## **11. FINANCIAL IMPLICATIONS**

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

## **12. IMPLEMENTATION**

An effective, efficient and implementable monitoring and evaluation system is required if this SHERQ Policy is to be successful in measuring achievements of the policy objectives. The implementation of this policy will follow the result base model.

## **13. MONITORING AND EVALUATION**

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

- 13.1 Organisational structures with EH&W M&E functions
- 13.2 Human capacity for EH&W M&E
- 13.3 Partnerships to plan, coordinate, and manage the M&E system
- 13.4 Provincial multi-sectoral EH&W M&E plan
- 13.5 Annual costed Departmental EH&W M&E work plan
- 13.6 Advocacy, communications, and culture for EH&W M&E
- 13.7 Routine EH&W programme monitoring
- 13.8 Surveys and surveillance
- 13.9 NW: DPW&R EH&W Database
- 13.10 Supportive supervision and data auditing

13.11 EH&W evaluation and research

13.12 Data dissemination and use

#### **14. REVIEW**

Regular review of progress on the effective implementation of this SHERQ Policy will be conducted annually.

#### **15. PART B: IMPLEMENTATION OF POLICY OBJECTIVES**

The SHERQ Pillar is based on **three sub-objectives**, which represent the recommended core functions of SHERQ Units in line department, and identify a critical set of initiatives to be undertaken by the SHERQ practitioners in carrying out their roles and responsibilities. SHERQ initiatives in the NW: DPW&R embrace the occupational health of employees and to promote the quality of work life within the NW: DPW&R.

New developments in Governance indicate that juristic persons like HOD, designated SMS Member and Health and Safety officials are integral to wellbeing of employees and their families. There is international consensus that issues of Safety, Health, Environment, Risk and Quality are issues that must be addressed as governance issues. The EH&WSF affirms through this pillar the strategic importance of SHERQ in enhancing governance of NW: DPW&R in general and improvement of Department employees' health and wellness in particular.

The SHERQ pillar provides for increased responsibility of political and executive leadership to ensure that the department conducts its affairs in an accountable, responsible, transparent and sustainable manner to promote the health and wellbeing of its employees and the quality of services delivered to the stakeholders, the sustainability of the environment for the long term

effects of service delivery improvement and adding value to economic growth. Implementation of both the intangible and tangible aspects of SHERQ are to be implemented guided by human rights culture that impacts on health, environment and also the practice of quantitative measurements sciences applied in risk and quality management.

The SHERQ Pillar has three sub-objectives; Occupational Health and Safety Management, Environment Management and Risk and Quality Management. These sub-objectives are to be implemented in compliance with international instruments, national legislation, national policies and other strategic documents mentioned that form the legal and policy framework. The implementation will be in accordance with the standards identified by the International Organisation of Standards ISO 45001 for OHS, ISO 14001 for Environment Management, ISO 9001 for Quality management.

## **16. OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

### **16.1 AIM**

To ensure a healthy and safe work environment

### **16.2 POLICY MEASURES**

#### **16.2.1 Occupational Hygiene**

Personal hygiene risks must be identified and managed adequately and clean facilities must be provided

#### **16.2.2 Hazard control**

The full scope of accountability associated with hazardous risks is considered and related safety, health and environment risks are managed.



### **16.2.3 Health and safety Representation**

Ensure employee participation and responsibility for the safety, health and environment system

### **16.2.4 Health and Safety Committees**

A participative forum to discuss safety, health and environment matters must be created.

## **17. PROCEDURAL ARRANGEMENTS**

All procedural arrangements for implementation will be the same as identified for the role of the designated senior manager in Part A paragraph 8.2 of this policy.

## **18. TO PROVIDE ENVIRONMENTAL MANAGEMENT**

### **18.1 AIM**

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

### **18.2 POLICY MEASURE**

Identify and assess risks through a dynamic, formal, structured and holistic process to facilitate effective risk reduction plans and action:

#### **18.2.1 Work design and special facilities**

Ensure that the work environment should support productivity, innovation and employee-wellbeing. Facility design should be consistent and aligned with the Departments' image and culture

#### **18.2.2 Buildings and offices**

To ensure structural integrity through appropriate maintenance of buildings and structures. A maintenance schedule for

buildings, floors and structures must be compiled and be available.

### **18.2.3 Lighting, ventilation and Sanitation**

Sufficient lighting levels and visibility must be provided and maintained under all operating circumstances. Ventilation systems must be adequate as determined by risk assessments.

## **19. PROCEDURAL ARRANGEMENTS**

All procedural arrangements for implementation will be the same as identified for the role of the designated Senior Manager in Part A. paragraph 8.2 of this policy.

## **20. TO PROVIDE RISK AND QUALITY MANAGEMENT**

### **20.1 AIM**

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

### **20.2 POLICY MEASURES**

#### **20.2.1. Risk Assessments**

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

#### **20.2.2 Disaster Management**

Workplace preparedness plans and prevention measures put in place to limit progression for the disaster process towards being major.

### **20.2.3 Emergency Preparedness Plan**

Develop an emergency/evacuation plan for each office. Such plans should state clearly actions to be taken in case of fire, gas, floods, bombs threats, robbery etc. Yearly implementation drills should be conducted to ensure that each employee knows how to react in events of emergency

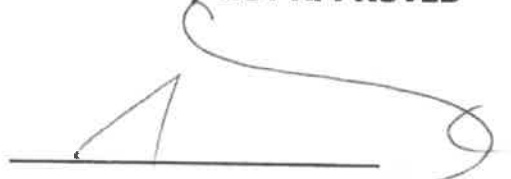
### **20.2.4 Standards**

Comply with ISO 9001:2000 to ensure a good Quality Management System (QMS), ISO 45001 to ensure Health and Safety and ISO 14001:2004 to ensure the required Environmental issues.

## **21. PROCEDURAL ARRANGEMENTS**

All procedural arrangements for implementation will be the same as identified for the role of the designated Senior Manager in Part A. 8.2 of this policy.

**APPROVED / NOT-APPROVED**



**MR. M.S. THOBAKGALE**

**ADMINISTRATOR**

05/06/2019

**DATE**