




**KWAZULU NATAL
PROVINCIAL TREASURY**

**WELLNESS MANAGEMENT
POLICY**

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1. INTRODUCTION

The emergence of Wellness Management as a priority was due to increasing recognition that the health and wellbeing of employees directly impact on the productivity of the entire organisation. The goals of Wellness Management are to enable organisations, teams and individuals to sustain higher levels of performance as well as for individuals to enjoy life to the fullest.

Ideally one should be able to separate work from home but the fact is that outside stressors and problems are affecting many employees' performance at work. Employees find it difficult to cope, which results in loss of productivity and growing absenteeism. Naturally, this affects an organisation's own productivity and profitability. Employees are valuable assets and Wellness Management can be used to care for the health of employees. There is a strong proportion that by helping employees resolve their personal problems, they feel better and when they feel better, they work better.

The principles of Wellness Management are about balancing employer and employee responsibilities with positive language, a proactive approach, self enablement and employee-led and not expert-led.

The Wellness Management programme is largely preventative in nature focusing on both primary (avoid the risk or condition) and secondary (minimize the effects of the condition) prevention. It grew out of the traditional Employee Assistance Programme (EAP) which was limited in scope and practice, and was more reactive than proactive. The Work life balance programme promotes flexibility in the workplace to accommodate work, personal and family needs which can result in benefits to organisations due to higher levels of employee satisfaction and motivation.

2. PURPOSE

The purpose of this policy framework is to provide comprehensive guidelines for effective implementation of Wellness Management workplace programmes as part of the overall employee health and wellness initiative.

3. OBJECTIVES

The objectives of this policy framework are to:

- 3.1** Improve the individual wellness of employees which includes the promotion of physical, social, emotional occupational, spiritual, financial and intellectual wellness of individuals in the world of work.
- 3.2** Create an organisational culture conducive to wellness and comprehensive identification of psycho-social health risk.
- 3.3** Support Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.

- 3.4 Address the wellness needs of employees through preventative and curative measures.

4. SCOPE OF APPLICATION

This policy is applicable to all Department of KZN Provincial Treasury Employees employed in terms of the Public Service Act, 1994 including permanent, contract and interns.

5. LEGAL FRAMEWORK

Public Service Act, 1994 (Proclamation 103 of 1994).

Public Service Regulations, 2016.

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).

Employee Health and Wellness Strategic Framework for the Public Service (2008).

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).

Occupational Health and Safety Act, 1993 (act No,85 of 1993)

6. DEFINITIONS AND ABBREVIATIONS

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

- 6.1 **Wellness:** Is an active process through which organisations become aware of, and make choices towards a more successful existence. For both the individual and the organisation, the concept of wellness is one where active steps can be taken to reduce chronic diseases and mitigate its debilitating impact on personal lives and organisational productivity (World Economic Forum).
- 6.2 **Physical Wellness:** Promotes taking care of your body for optimal health and functioning.
- 6.3 **Social Wellness:** Emphasises the positive and interdependent relationship with others and nature.
- 6.4 **Psychological Wellness:** Is a dynamic state that is influenced by and influences our physical, intellectual, spiritual and social lives.

- 6.5 **Work-Life Balance:** The achievement of quality between time spent working and one's personal life.
- 6.6 **Spiritual Wellness:** Refers to integrating our beliefs and values with our actions, it enhances the connection between mind, body and spirit.
- 6.7 **Intellectual Wellness:** Is the utilization of human resources and learning resources to expand knowledge and improve skills.
- 6.8 **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.
- 6.9 **Employee Health and Wellness Practitioner (EH&W Practitioner):** Is an employee tasked with the responsibility to coordinate the implementation of wellness programmes. The EH&W Practitioner can be professionally trained and registered with a relevant statutory body to perform therapeutic interventions, if not, such cases should be referred.
- 6.10 **Head of Department (HOD):** Refers to the Head of KZN Provincial Treasury.
- 6.11 **Department:** For the purpose of this policy refers to KZN Provincial Treasury.
- 6.12 **The Designated Director:** Means a member of the Senior Management Services (SMS) who is tasked with championing the Wellness Management programme within the Department.
- 6.13 **Employee:** Department of KZN Provincial Treasury Employees employed in terms of the Public Service Act, 1994 as amended including permanent, contract and interns.
- 6.14 **Contract employee:** Means Interns, Learners, Temporary staff and In-service Trainees employed within the department.
- 6.15 **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.
- 6.16 **Immediate Family:** Means employee's spouse or life partner, parents, adoptive parents, parents in-law, grandparents, children, legally adopted children, grandchildren or siblings.
- 6.17 **Counselling:** means a therapeutic intervention by a trained professional such as a social worker, psychologist or psychiatrist.
- 6.18 **Intervention:** means a therapeutic and professional guidance to any employee in order to overcome his or her problem/s.
- 6.19 **Workplace Programme:** means intervention to address a specific issue within the workplace.
- 6.20 **EH&W:** means Employee Health and Wellness.

6.21 **EH&WP:** means Employee Health and Wellness Programme.

7. GUIDING PRINCIPLES

7.1 Confidentiality

- (a) Employees utilizing the Wellness Management programme are assured of confidentiality, except in cases of risk to self and others or in terms of the legislation.
- (b) Breach of confidentiality will warrant disciplinary procedures to be implemented against the responsible person/s.

7.2 Professionalism and Autonomy

- (a) Only registered professionals must be allowed to provide therapeutic interventions.
- (b) As far as possible the generic principles of respect for autonomy, non-maleficence, beneficence, and distributive justice must guide the actions of all professionals working in the field of Wellness Management.

7.3 Accessibility

Wellness services must be easily accessible to all employees at all levels of employment and their immediate family members either as referrals from supervisors and other colleagues or on a voluntary self-referral basis.

7.4 Coherence and cohesiveness

- (a) The application of this Policy Framework must be compatible with all human resource management and development processes.
- (b) Policy measures must not contradict the measures of other related policies applicable in the Public Service.
- (c) The service delivery models must offer the same package to employees regardless of whether they are offered in-house, outsourced or in collaboration with other departments.
- (d) The programmes/protocols that are offered must not contradict each other.

7.5 Performance focus

- (a) Employee participation in the EH&WP is voluntary.
- (b) Utilization of the programme must not jeopardise an employee's promotion opportunities or affect job security.

- (c) Employees participating in the EH&WP must not be deprived of any benefits provided under current agreement or departmental policies.
- (d) Employees have a right to refuse the recommendation regarding counselling or treatment but, in such circumstances, the employee will not be guaranteed assistance should further related instances of unacceptable behaviour or job performance arise.
- (e) If an employee accepts treatment or counselling programmes but then subsequently default on or discontinue them, then further related job performance or behaviour problems must be dealt with according to relevant departmental policies.
- (f) This policy does not alter or supplement existing procedures for correcting unsatisfactory performance and will not be a basis, in itself, for discipline.
- (g) Participation in the EH&WP does not replace standard disciplinary or incapacity procedures.

7.6 Flexibility and adaptability

Wellness Management establishes and maintains a holistic approach to remedy personal, social and emotional problems.

8. WELLNESS MANAGEMENT PROGRAMMES

8.1 PREVENTION PROGRAMMES

- (a) EH&W Unit must conduct needs assessment to ensure an appropriate and effective programme.
- (b) Programme design must be based on an assessment and identification of the department's and employees' needs as they relate to the EH&WP utilisation.
- (c) EH&W Unit must conduct outreach, advocacy and educational programmes to employees and their immediate family members about availability of EH&WP services.
- (d) EH&W Unit must provide confidential, appropriate and timely problem identification or assessment services for employees' personal concerns that may affect job performance.
- (e) EH&W Unit must encourage physical exercise, recreation and relaxation of employees.
- (f) Employees must be encouraged to manage lifestyle diseases and health risks.
- (g) EH&W Unit must encourage employees to undergo medical checkups and to manage their health conditions.
- (h) EH&W Unit must promote good nutrition, healthy diet and weight control.

8.2 TRAINING PROGRAMMES

- (a) Training on Employee Wellness Management must be offered to empower managers, supervisors, wellness practitioners and union representatives.
- (b) Specific supervisory training enables the supervisor, among others, to:
 - (i) Recognise and identify various problem signs and symptoms in his/her workforce;
 - (ii) Ensure objectivity and consistency in managing the employees who require EH&W services;
 - (iii) Establish a sufficient knowledge base for referral procedures, documentation, referral data base and the contact numbers of the EH&W Practitioners to refer employees accordingly; and
 - (iv) Reintegrate the employees after treatment or rehabilitation.

8.3 TREATMENT AND SUPPORT PROGRAMMES

EH&W Unit must:

- (a) Ensure appropriate referrals of employees for diagnosis, treatment, assistance, case monitoring and follow-up services.
- (b) Ensure the formation of linkages between the workplace EH&WP, community resources and service providers who provide such service.
- (c) Encourage employees to access health care options.
- (d) Follow up services for employees who have utilised the EH&W.
- (e) Ensure appropriate marketing and promotion of the programme which must be ongoing, realistic, honest, specific and consistent.
- (f) The department will determine the following:
 - (i) Time off when employees are referred to consult with the EH&W.
 - (ii) The time duration of each counselling session (one hour excluding travelling time is considered appropriate for each session).
 - (iii) A minimum number of sessions per incident in a given period (A minimum of four session to a maximum of six sessions per incident within three months of the initial

assessment recommended and there must be no limitation to the number of incidents).

- (iv) Official transportation requirement for employees enrolled in the EH&W Programme.

8.4 REFERRAL PROCEDURE

- (a) Employees can access the EH&W either through self referral, informal referral or formal referral as explained hereunder:
 - (i) A self referral occurs when an employee voluntarily contacts EH&W to seek assistance.
 - (ii) An informal referral occurs when the supervisor, friend or employee recommends the EH&W to an employee.
 - (iii) A formal referral is based on job performance results and a recommendation from an employee's supervisor.
- (b) Employees may be assessed for referral to a service provider participating in the programme at any time **and official time may be utilised to attend to such.**
- (c) Employees who voluntarily seek assistance from the EH&W but do not want their supervisors to know of their participation, can arrange appointments outside of working hours, during lunch periods or during periods of approved leave.
- (d) The nature of an employee's problem must not be disclosed, however, the supervisor must be kept informed of in-house consultations and external referrals which may affect the employee's attendance at work.
- (e) No information regarding the precise nature of the employee's personal problems may be revealed to supervisors without the employee's informed written consent.

8.5 REHABILITATION PROGRAMMES

Special leave to a maximum of forty (40) working days per annum, to a maximum of three (3) occasions may be granted to an employee during the period of employment within the Provincial Treasury for the purpose of rehabilitation from alcohol and/or drug abuse subject to the following:

- (a) an employee is referred for rehabilitation through the Departmental Employee Wellness Programme component by his supervisor; or
- (b) an employee approaches a Departmental Employee Wellness Programme component or chooses to seek assistance through a medical practitioner and/or a recognised institution of his/her own accord; or
- (c) an employee is ordered by court of law to attend a rehabilitation programme; and

- (d) the treatment is completed and the medical certificate and report is compiled and submitted to a Department by a medical practitioner and/or a recognised institution dealing with rehabilitation for alcohol and /or drug abuse.
- (e) Special leave will be granted prior admission, subject to approval by the Head of Department, provided that all relevant documents are submitted. Other leave provisions will be as per the approved Departmental Leave Policy.

8.6. DEFAULTING IN TREATMENT

- (a) In the event of an employee defaulting in the treatment programme voluntarily or due to poor participation and motivation, then any payments paid by the department on behalf of the employee will be recovered from the employee.
- (b) Should an employee who has successfully completed treatment suffer a relapse, then a full report must be submitted to the Head of Department or his or her delegate by the EH&W Practitioner recommending any further action to be taken.

8.7. DEALING WITH REGRESSION

The employee may during or after therapy/counseling shows signs of deterioration, in which case, the following steps must be followed:

- (a) The EH&W Practitioner must be contacted, regardless of whether the official agrees or not.
- (b) Urgent counselling must be arranged with someone familiar with the problem.
- (c) Depending on specific circumstances of the case, additional counselling may be required or sometimes disciplinary action will have to be instituted.

8.8. FOLLOW-UP SERVICES

Follow-ups are imperative for the success of the EH&WP, therefore:

- (a) The EH&W Practitioner will conduct follow-ups on work performance with the Supervisor and employee after re-entry in the workplace.
- (b) The EH&W Practitioner will also conduct follow-ups with external service providers, getting feedback on the progress of the employee during therapy.

8.9. RE-INTEGRATION INTO THE WORKPLACE DURING OR AFTER COUNSELING/TREATMENT

- (a) The purpose of supporting the employee during his/her re-integration into the work situation during and after treatment is to increase the chances of the success of the counseling /treatment.

- (b) The employee's immediate supervisor must facilitate his/her reintegration into the workplace by supporting, monitoring and keeping records of the employee's job performance and conduct.
- (c) However, it is compulsory for the employee receiving assistance in terms of the formal procedure to be involved in this support service.
- (d) The EH&W Practitioner, upon the return of the employee from the therapist, must contact the relevant Supervisor for the necessary support to be given to the employee.
- (e) Work assignments and targets would have to be reconsidered in the best interest of the employee balanced against that of the department, including the achievement of the therapeutic objectives.
- (f) The EH&W Practitioner must monitor the progress and evaluate it in relation to the expectations and objectives referred to above.

9. DOCUMENTATION AND MAINTENANCE OF RECORDS

- (a) Proper safekeeping and up-to-date and ongoing maintenance of records are required to assist in the recognition and identification of problem signs, symptoms and monitoring of the interventions.
- (b) Employee records must only contain information that is directly related to and necessary for the provision of the service.
- (c) A separate filing system for the clinical information of the employee utilising the EH&WP service must be kept. Therefore, information pertaining to the precise nature of an employee's problem(s) must be treated confidentially.
- (d) The supervisor must receive feedback on a referred case, but without any breach of confidentiality.
- (e) Follow-up services must be monitored and recorded accordingly.
- (f) All records of closed cases or of those employees who have exited the service are to be retained and disposed of in terms of the National Archives of South Africa Act, 1996 (Act No. 43 of 1996).
- (g) EH&WP records must not be part of employee personnel records. EH&WP records are the property of the EH&W unit and no unauthorised person may have access to them.
- (h) There are limits to the confidentiality of records, including but not limited to the following:
 - i) When required by law and professional obligation, such as reporting a case of abuse or neglect;

- ii) *Bona fide* professional assistance;
- iii) When the employee signs a consent for release of information form;
- iv) Situations deemed potentially “life threatening” (when there is sufficient evidence to raise serious concern about the physical well-being and safety of the employee, or about others who may be threatened by the employee, steps shall be taken as are judged necessary); and
- v) Compliance with a court order or a subpoena.

10. REPORTING

Reports will be treated confidentially, with feedback being provided to the Supervisor/Senior Manager, only if it is necessary provided the written consent of the official has been obtained. Such reports will not be included in the personal file of the employee.

The EH&W Practitioner must submit a report to the Director: Human Resources on a quarterly basis containing services utilized, results and costs of the EH&WP. This report must not contain any personal information.

11. FUNDING

- (a) The Department may provide financial assistance to all employees utilising EH&W services, however, employees on medical aid should have exhausted their allocation to qualify.
- (b) If a member of the employee’s family is associated with the employee’s personal or social problem, the family member may access EH&W services, provided there are no additional costs to the Department.
- (b) In cases of substance and alcohol abuse, the Department will only pay for the initial treatment. Should the employee relapse, initial costs will be recovered by the Department and costs for further treatment will be borne by the employee.
- (d) Counselling costs will be limited to six sessions. Medication prescribed as part of treatment will be paid for by the Department, subject to the above-mentioned provisions.

12. ROLES AND RESPONSIBILITIES

12.1 The Head of Department must:

- (a) Ensure the development and implementation of a Wellness Management Policy.
- (b) Appoint a designated **Director** to champion the Wellness Management Programmes.

- (c) Allocate adequate human and financial resources for implementation of wellness programmes, and form partnerships with other departments, organisations and individuals who are able to assist with health promotion programmes.
- (d) Establish a Wellness Management Committee or similar structure that will oversee the implementation of Wellness programmes and consult with the committee and Designated Director with a view of initiating, developing, promoting, maintaining and reviewing measures to ensure the wellbeing of employees at work.

12.2 The Designated Director must:

- (a) Structure, strategize, plan and develop a holistic employee wellness programme.
- (b) Manage employee wellness strategies and policies, e.g. wellness promotion and wellness facilities within budgetary guidelines.
- (c) Ensure that financial and human resources are allocated for the management and implementation of this policy and programme.
- (d) Align and interface organisational wellness policy with other relevant policies and procedures.
- (e) Liaise with, manage and monitor external employee wellness service providers.
- (f) Plan interventions based on risk and needs analysis.
- (g) Monitor and evaluate implementation of wellness interventions.

12.3 The Employee Health and Wellness Practitioner must:

- (a) Coordinate the implementation of wellness programmes, projects and interventions.
- (b) Plan, monitor and manage Wellness programmes according to strategies, policies and budgetary guidelines.
- (c) Make provision for counselling to individual employees and to their immediate family members.
- (d) Analyze and evaluate data and communication information, statistics and results to various stakeholders and management.
- (e) Promote work-life balance for employees.
- (f) Provides information regarding nutrition.
- (g) Establish and manage service provider database.

12.4 The Employee Health and Wellness Committee must:

- (a) Oversee the implementation of the Wellness Management Policy and programmes.
- (b) Make recommendations to the employer regarding any policy matter and implementation procedures including any matters affecting the wellness of employees.
- (c) Meet on quarterly basis to discuss wellness issues.
- (d) Keep record of each recommendation made to the employer.
- (e) Discuss any incident or condition which might have a negative impact on the wellbeing of employees.
- (f) Serve as a vehicle of communication to promote wellness initiatives..
- (g) Assist with conducting of surveys on attitudes and perceptions, in order to identify particular needs of employees.

12.5 The **Directors and Supervisors must:**

- (a) Ensure adherence to the provisions of this Policy Framework.
- (b) Provide an enabling environment with open communication channels concerning employee wellness.
- (c) Attend training sessions on the management of employees in the workplace, as well as all other activities relating to EH&WP.
- (d) Serve as a referral agent for employees who may require assistance from the EH&WP.
- (e) Manage employees who are presenting performance related problems in accordance with the policies and prescripts.
- (f) Assist with the aftercare of employees after re-entry into the workplace, by monitoring job performance and attendance.
- (g) Assist the employee with reintegration into the workplace following intervention.

12.6 All Employees must:

- (a) Familiarise themselves with, and comply with the provisions of this policy framework.
- (b) Respect the rights of other employees at all times and not manifest prejudicial or discriminatory attitude or behaviour towards people who are experiencing **some problems**.

(c) Work with the parties to raise awareness and increase skills.

(d) Manage, avoid and prevent harmful myths and misconceptions.

12.7 Employee Relations must:

(a) Represent employees in the department.

(b) Ensure that the employer fulfils mandates of Wellness Management legislation and regulations in order to optimize wellness in the department.

(c) Attend Health and Wellness Committee meetings and make presentation to the employer on agreed issues affecting the wellness of employees.

(d) Make representation to the employer on agreed issues affecting the wellbeing of employees at the work place.

13. COMMUNICATION

The **Directorate: Human Resources** is responsible for communicating this policy to all employees within the department.

14. MONITORING AND EVALUATION

The **Directorate: Human Resources** is responsible for the development and ongoing monitoring thereof. Any inputs and amendments to this policy must be directed to the **Director: Human Resources**.