



GENERIC IMPLEMENTATION PLAN  
FOR WELLNESS MANAGEMENT  
POLICY IN THE PUBLIC SERVICE

ANNEXURE B

## INTRODUCTION

This serves as a guide to implement the policy measures as outlined in the Wellness Management Policy. The policy measures are translated into success indicators which are performance expectations for each sub-objective. Success indicators seek to identify exactly what outcomes are expected as a result of the intervention made. Each success indicator is further broken down into functional objectives with activities or processes as per the four process pillars of Capacity Building, Organizational Support, Governance and Institutional Development, and Economic Growth and Development Initiatives. Indicators for implementation are described in terms of output, outcome and impact indicators.

Strategic Objective: Wellness Management	
To promote individual and organizational wellness and to improve work life balance	
Sub-Objective	Success Indicators
1.To promote Physical Wellness of employees in the dEPARTMENT	<ul style="list-style-type: none"><li>• Promotion of <b>Physical Activity</b> through establishment of infrastructure and facilities e.g gym facilities and sporting codes.</li><li>• Promotion of <b>Good Nutrition</b> through education/awareness and providing access to healthy meals in canteens and work functions.</li><li>• Promotion of <b>Healthy Sleep</b> through management of shift work.</li><li>• Management of <b>Tobacco</b> use through promotion of tobacco free workplaces.</li><li>• Provision of access to health screening</li></ul>

1.1 Promotion of **Physical Activity** through establishment of gym facilities and sporting codes.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct fitness assessment.	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct fitness assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the assessment.	% of employees who want to participate physical activity programme.	Increase in over-all health and well being.
2. Develop a physical activity plan	Human resources	Train managers, coordinators on how to develop a physical activity plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who want to participate in physical activity programme.	Increase in over-all health and well being.

3. Implement physical activity programme.	Human resources	Train managers/ coordinators on physical activity programme	Information Management System, Database on usage of physical activity programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees participating in the programme	% of employees who participated in the programme who have reached the ideal fitness level.	Increase in over-all health and well being.
4. Develop and implement M&E plan for nutrition management.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Increase in over-all health and well being.

1.2 Promotion of Good Nutrition through education/awareness and providing access to healthy meals in canteens and work functions.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct workplace BMI assessment.	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct workplace BMI assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the assessment.	% those of employees who want to go on nutritional therapeutic programme.	Increase in over-all health and well being.
2. Develop a nutrition management plan for	Human resources	Train managers, coordinators on how to develop a nutrition management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% those of employees who want to go on nutritional therapeutic programme.	Increase in over-all health and well being.

3. Implement nutrition management programme.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System, Database on usage of nutrition management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the programme who have reached the ideal BMI.	Increase in over-all health and well being.
4. Develop and implement M&E plan for nutrition management.	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Increase in over-all health and well being.

1.3 Promotion of **Healthy Sleep** through management of shift work.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact

2. Develop a Healthy Sleep self-awareness programme	Human resources	Train managers, coordinators on how to develop a Healthy Sleep self-awareness programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the Healthy Sleep self-awareness programme	% of employees who expressed the need to participate in Sleep Habits remedial programme.	Increase in over-all health and well being.
3. Implement Healthy Sleep management - programme.	Human resources	Train managers/ coordinators on implementation of Healthy Sleep management - programme.	Information Management System, Database on usage of Healthy Sleep management - programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the programme and have improved sleeping habits.	Increase in over-all health and well being.



4. Develop and implement M&E plan for Healthy Sleep management - programme..	Human resources	Train managers/ coordinators on implementation M&E plan for Healthy Sleep management - programme.	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports on Healthy Sleep management - programme.	Increase in over-all health and well being.
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1.4 Management of Tobacco use through promotion of tobacco free workplaces.								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct a smoking cessation survey	Human resources  Financial resources	Train managers, coordinators on how to conduct a survey	Information Management System, Database on HR record.	Guidelines on smoking cessation	Use best practices as benchmark  Updated evidence-based research	No. of employees who participated in the survey.	% of employees willing to quit smoking	Decrease in the number of people who smoke.
2. Develop a plan for tobacco management	Human resources	Train managers, coordinators on how to develop a tobacco management plan	Information Management System,	Guidelines on smoking cessation Work plan on tobacco management programme	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees willing to quit smoking	Decrease in the number of people who smoke

3. Implement tobacco management programme.	Human resources Financial resources	Train managers/ coordinators on implementation of tobacco management programme	Information Management System, Database on usage of tobacco management programme.	Guidelines on smoking cessation Work plan on tobacco management programme	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who utilized the programme and eventually quit smoking.	Decrease in the number of people who smoke
4. Develop and implement M&E plan for tobacco management.	Human resources	Train managers/ coordinators on M&E of tobacco management programme	Information Management System,	Guidelines on smoking cessation	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decrease in the number of people who smoke

1.5 Provision of access to health screening.								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
Provide access to health screening in the workplace.	Human resources Financial resources Posters and Pamphlets	Training of managers, coordinators and Peer Educators on wellness topics	Information Management System	Policies, Programmes and standards on Wellness Management	Use best practices as benchmark  Updated evidence-based research	No. of Departments providing access to health screening.	% of employees screened.	Increased level of health in the Public Service

Sub-Objective	Success Indicators
2. To promote Psychosocial wellness of Employees in the Public Service	<ul style="list-style-type: none"> <li>• Management of stress through workplace <b>stress</b> Management Programmes.</li> <li>• Management of <b>economic stress</b> through workplace Financial Wellness Programmes.</li> <li>• Management of <b>alcohol and drugs</b> through workplace Alcohol and Drug Programmes.</li> <li>• Management of <b>HIV&amp;AIDS related psychosocial stressors</b> (self directed stigma and discrimination)</li> <li>• Availability and accessibility of counseling services to all employees.</li> </ul>

2.1 Management of stress through workplace <b>stress</b> Management Programmes.								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact

<p><b>1. Assessment</b>  Conduct organizational stress audit by examining:</p> <ul style="list-style-type: none"> <li>• Stress-related absence from work</li> <li>• Grievance procedures</li> <li>• Workplace harassment claims</li> <li>• Performance management programs</li> <li>• Industrial action</li> <li>• Stress related occupational health and safety incident</li> <li>• Reports and compensation claims for PTSD.</li> </ul> <p>Conduct Individual Stress Risk Assessment Survey.</p>	<p>Human resources  Financial resources</p> <p>Human resources  Financial resources</p>	<p>Train managers, coordinators on how to conduct stress audit</p> <p>Train managers, coordinators on how to conduct stress audit</p>	<p>Information Management System, Database on HR record.</p> <p>Individual Stress Risk Assessment Tool</p>	<p>SOLVE guidelines</p> <p>SOLVE guidelines</p>	<p>Use best practices as benchmark  Updated evidence-based research</p> <p>Use best practices as benchmark  Updated evidence-based research</p>	<p>No. of stressors identified through the audit.</p> <p>No. of employees who participated in the survey</p>	<p>% of employees affected by the identified stressors.</p> <p>% of employees who identify stressors, stressful relationships and lifestyle that interfere with personal functioning and interpersonal relationships.</p> <p>% of employees who identify physical manifestation of stress.</p> <p>% of employees</p>	<p>Effective stress management programmes in the Public Service</p> <p>Effective stress management programmes in the Public Service,</p>
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							<p>who describe feelings related to anxiety state, and accepts assistance in coping with anxiety as necessary.</p> <p>% of employees who describe and use at least one strategy to avoid stressor.</p> <p>% of employees who describe at least one situation whereby a stressful situation is perceived as challenging or positive rather than distressful.</p> <p>% of employees who describe and practice one method of relaxation.</p> <p>% of employees who describe and practice one</p>	
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							<p>positive health habit and one other method to prevent disease and promote health.</p> <p>% of employees who describe characteristics about self and lifestyle.</p> <p>% of employees who demonstrate improved interpersonal relationships; changed behaviour is validated by significant others.</p> <p>% of employees who set priorities and goals appropriate to all strategies leading to excessive stress.</p>	
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<p><b>2. Planning</b> Develop stress management plan Establish committee or team to oversee the programme</p>	Human resources	Train managers, coordinators on how to develop stress management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who express the need to participate in stress management programme.	Effective stress management programmes in the Public Service,
<p>3. Implement stress management programme.</p>	Human resources	Train managers/ coordinators on stress management.	Information Management System, Database on usage of stress management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees participating in the programme	% of employees who participated in the programme who expressed to have obtained coping mechanism.	Effective stress management programmes in the Public Service,
<p>4. Develop and implement M&amp;E plan for stress management.</p>	Human resources	Train managers/ coordinators on implementation of nutrition management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Effective stress management programmes in the Public Service,

2.2 Management of economic stress through workplace Financial Wellness Programmes.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct workplace economic stress audit.	Human resources Financial resources	Train managers, coordinators on how to conduct workplace economic stress audit.	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the audit.	% of employees who want to go on economic stress management programme.	Improved financial well being in the Public Service.
2. Develop economic stress management plan	Human resources	Train managers, coordinators on how to develop economic stress management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who are willing to participate in the programme.	Improved financial well being in the Public Service.

3. Implement economic stress management programme.	Human resources	Train managers/ coordinators on implementation of economic stress management programme	Information Management System, Database on usage of economic stress management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of employees who received garnishee orders.	Improved financial well being in the Public Service.
4. Develop and implement M&E plan for economic stress management.	Human resources	Train managers/ coordinators on M&E of economic stress management programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Improved financial well being in the Public Service.

2.3 Management of alcohol and drugs through workplace Alcohol and Drug Programmes.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct workplace Alcohol and Drug Abuse prevalence survey.	Human resources Financial resources	Train managers, coordinators on how to conduct workplace Alcohol and Drug Abuse prevalence survey	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the survey.	% those of employees who participated in the survey and are willing to undergo Alcohol and Drug abuse prevention and rehabilitation programme.	Decreased alcohol and Drug abuse prevalence in the Public Service
2. Develop a Alcohol and Drug Abuse Management plan	Human resources	Train managers, coordinators on how to develop Alcohol and Drug Abuse Management plan	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees who want to go on Alcohol and Drug Abuse Management programme.	Decreased alcohol and Drug abuse prevalence in the Public Service

3. Implement Alcohol and Drug Abuse Management programme.	Human resources	Train managers/ coordinators on implementation Alcohol and Drug Abuse Management programme	Information Management System, Database on usage of Alcohol and Drug Abuse management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the programme who have quit alcohol and Drug abuse	Decreased alcohol and Drug abuse prevalence in the Public Service.
4. Develop and implement M&E plan on Alcohol and Drug Abuse Management Programme.	Human resources	Train managers/ coordinators on M&E of Alcohol and Drug Abuse Management Programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decreased alcohol and Drug abuse prevalence in the Public Service

2.4 Management of HIV&AIDS related psychosocial stressors (self directed stigma and discrimination)								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct HIV&AIDS prevalence baseline assessment	Human resources Financial resources Equipment	Train managers, coordinators on how to conduct workplace HIV&AIDS prevalence baseline assessment	Information Management System, Database on HR record.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees who are willing to participate in HIV&AIDS prevalence study.	% of employees who have tested HIV positive	Decreased HIV&AIDS prevalence in the Public Service.
2. Develop a workplace costed, mainstreamed, HIV&AIDS operational plan.	Human resources Financial	Train managers, coordinators on how to develop a costed, mainstreamed, HIV&AIDS operational plan.	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for costed, mainstreamed, HIV&AIDS operational plan.	% departmental budget committed for HIV&AIDS workplace programme.	Decreased HIV&AIDS prevalence in the Public Service.

3. Implement workplace HIV&AIDS programme in line with the costed, mainstreamed, HIV&AIDS operational plan.	Human resources  Financial	Train managers/ coordinators on implementation of the workplace HIV&AIDS programme	Information Management System, Database on usage of nutrition management programme.	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of employees utilizing the programme	% of those employees who have utilized the workplace programme and accessing the relevant treatment, care and support.	Decreased HIV&AIDS prevalence in the Public Service.
4. Develop and implement M&E plan for workplace HIV&AIDS programme.	Human resources Financial	Train managers/ coordinators on implementation of M&E plan of HIV&AIDS workplace programme	Information Management System,	SOLVE guidelines	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting reports on workplace HIV&AIDS programme.	Decreased HIV&AIDS prevalence in the Public Service..

2.5 Availability and accessibility of counseling services to all employees.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact



Sub-Objective	Success Indicators
3.To promote the organisational culture that is conducive to individual and organizational wellness	<ul style="list-style-type: none"> <li>• Management of workplace <b>violence</b> is through workplace violence programme.</li> <li>• Change in the organization is managed through change management programme.</li> <li>• Availability of a strategy for dissemination of wellness information.</li> <li>• Manage human factors that impact on organizational wellness (e.g. Diversity Management).</li> </ul>

3.1 Management of workplace <b>violence</b> is through workplace violence programme.								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
1. Conduct workplace violence audit	Human resources Financial resources	Train managers, coordinators on how to conduct workplace violence audit	Information Management System, Database on HR record.	Solve Guidelines.	Use best practices as benchmark Updated evidence-based research	No. of employees who participated in the survey.	% of employees willing to report violence in the workplace.	Decrease d workplace violence in the public service.

2. Develop a workplace violence management plan	Human resources	Train managers, coordinators on how to develop a workplace violence management plan	Information Management System,	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of targeted employees for intervention in the plan.	% of employees willing to participate in the violence prevention programme	Decrease d workplace violence in the public service.
3. Implement violence management programme.	Human resources	Train managers/ coordinators on implementation of a violence management programme	Information Management System, Database on usage of violence management programme.	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of employees capacitated on the violence prevention programme	% of those employees who utilized the programme.	Decrease d workplace violence in the public service.
4. Develop and implement M&E plan for violence management.	Human resources	Train managers/ coordinators on implementation of violence management programme	Information Management System,	Solve Guidelines. Work plan on violence management programme	Use best practices as benchmark Updated evidence-based research	No. of Managers trained on M&E	% of managers and coordinators submitting Reports.	Decrease d workplace violence in the public service.

3.2 Change in the organization is managed through change management programme.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
Develop and implement Change Management programmes	Human resources Financial resources	Training of managers, coordinators on Change Management	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark  Updated evidence-based research	No. of Departments with Change Management programmes in place	% of employees Participating in Change Management programmes	Increased acceptance of change in the Public Service

3.3 Availability of a strategy for dissemination of wellness information.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact

3.4 Manage human factors that impact on organizational wellness (e.g. Diversity Management).

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact

Sub-Objective		Success Indicators						
4. To promote work-life balance		<ul style="list-style-type: none"> <li>• Development and implementation of flexible policies that address work-life balance.</li> <li>• Establishment of child care facilities in the workplace.</li> <li>• Development and implementation of retirement programmes in the workplace.</li> </ul>						
4.1 Flexible policies that address work-life balance are developed and implemented								
Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact
4.1.1 Develop and implement flexible policies that address work-life balance.	Human resources Financial resources	Training of managers, coordinators and Peer Educators	Information Management System	Policies and Programmes on Wellness Management	Use best practices as benchmark  Updated evidence-based research	No. of Departments with flexible policies in place	% of employees benefiting from the policies	Increased work-life balance in the Public Service

4.2 Child care facilities in the workplace are established

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact

4.3 Retirement programmes are developed and implemented.

Functional Objectives	Inputs	PROCESSES / ACTIVITIES				INDICATORS FOR IMPLEMENTATION		
		Capacity Building Initiatives	Organizational Support Initiatives	Governance and Institutional Development Initiatives	Economic Growth and Development Initiatives	Output	Outcome	Impact