



## ANNEXURE

MOGALE CITY LOCAL MUNICIPALITY

# EMPLOYEE WELLNESS MANAGEMENT POLICY

2025-2026

## DOCUMENT MANAGEMENT

Document Name	Draft Employee Wellness Management Policy
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Custodian	Assistant Manager: Employee Wellness Services
Effective Date	
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## 1. ACRONYMS AND DEFINITIONS

### 1.1 Acronym

ACRONYM	DEFINITION
EM	Executive Manager
MCLM	Mogale City Local Municipality
MM	Municipal Manager
MSR	Municipal Staff Regulations
R&HCA	Recruitment & Human Capital Administration
SALGBC	South African Local Government Bargaining Council
MCLM	Mogale City Local Municipality
EHWS	Employee Health and Wellness Services
EWMP	Employee Wellness Management Policy
HCM	Human Capital Management
PILIR	Policy and Procedure on Incapacity Leave and Ill-health Retirements
EAPAP	Employee Assistance Programme Association Protocol
EAP	Employee Assistance Programme
EWS	Employee Wellness Services
EWSP	Employee Wellness Services Programme
OHS	Occupational Health and Safety
WCs	Wellness Champions
WC	Wellness Committee
NSP	National Strategic Plan
GBVF	Gender-Based Violence and Femicide
SBP	Stressor-Based Problem
RBT/RBTS	Race-Based Trauma/Race Based Traumatic Stress
PTSD	Post-Traumatic Stress Disorder

PTSI	Post-Traumatic Stress Injury
SFBT	Solution Focused Brief Therapy
CBT	Cognitive Behavioural Therapy

## 1.2. Definitions

TERM	DEFINITIONS
Wellness	It is an active pursuit of a state of holistic health and well-being.
Health	The state of complete emotional, mental and physical well-being
Work -Life Balance	The achievement of equality between time working and one's personal life (Webster)
Race Based Trauma/ Race Based Traumatic Stress	Is the mental and emotional harm caused by experience of racism, racial discrimination, and related stressor, impacting individuals' mental and physical well-being.
Post-Traumatic Stress Disorder	It is a mental health condition that can develop after experiencing or witnessing a traumatic event, leading to persistent symptoms like flashbacks, nightmares, and avoidance of reminders of the event, impacting daily life.
Post-Traumatic Stress Injury	It is a non-clinical term, encompassing a range of mental health conditions that can arise after experiencing or witnessing a traumatic event, including operational stress injury (OSI)
Stressor-Based Problem	It is a situation or issue rooted in external or internal factors that create a stressful response, potentially leading to negative physical, mental or emotional consequences.
Solution focused brief therapy	It is a short-term and goal-focused evidence based therapeutic approach, which incorporates positive psychology principles and practices, and which helps clients change by constructing solutions rather than focusing on problems.
Cognitive Behavioural therapy	It is a therapy that helps individuals manage problems by changing behaviour, focusing on the present and using practical strategies to improve their mental well-being.
The Employee	Means a person appointed in terms of Public Service Act of 1994 and Labour Relations act of 1995

TERM	DEFINITIONS
Immediate family	It means spouse and children/ nuclear family.
Wellness Practitioner	A professional that helps employees improve their health and well-being. There are many types of wellness practitioners including social workers, psychologists, fitness instructors etc.
Wellness Nurse	Focus on promoting and maintaining overall health and well-being, working with employees to develop personalized health plans that address their specific needs and goals, for example managing chronic conditions.
Wellness Champion	Is the designated member of a team/ organisation who promotes and supports the well-being of their colleagues, acting as a peer educator and a change-agent for positive lifestyle choices.
Wellness Committee	It is a committee that is established by EWS to initiate, develop, promote, maintain and review measures to ensure the wellness of employees at the workplace.

## **2. EXECUTIVE STATEMENT**

MCLM acknowledges that corporate wellness is very vital in the workplace. Therefore, it is important to encourage employees to practice healthy lifestyle through wellness in all spheres of life.

## **3. INTRODUCTION**

Wellness is a fundamental shift from the Employee Assistant Programme. EAP was limited in scope and practice; it was reactive and not intense on prevention. This policy will address the individual and organisational wellness in a proactive manner.

It will bring balance to the MCLM employee communities life circles i.e. to provide personalized services to simultaneously address the challenge of balancing employee work-life needs, sustain productivity and foster a stronger sense of belonging in the workplace. The aim of this policy is to encourage employees to tread the path of healthy lifestyle.

Most of the psychosocial issue of MCLM employees are “stressor-based problems, which needs to be addressed with therapies ranging from, Cognitive Behavioural Therapy, Race-Based Trauma, Post Traumatic Stress Disorder, Post Traumatic Stress injury and solution focused brief therapy. These therapies will help reduce the high number of employees hospitalized with mental health issues.

The wellness management programme will address prevalent clinical issues of MCLM employees which include men’s health, chronic management, women’s health, HIV/AIDS management which are factors that lead to employees being medically boarded.

## **4. POLICY OBJECTIVE AND PURPOSE**

- 4.1 To promote employee health and well-being by encouraging healthy lifestyle choices, which aims at increasing productivity, reducing absenteeism, lowering healthcare cost and improving employee morale and engagement within the municipality.
- 4.2 To assist Managers/Supervisors to deal appropriately with challenges that confront employees at the workplace and help employees to seek professional help with the challenges that impact on their work and interpersonal relationships at work.

- 4.3 To promote Work-Life-Balance through flexible policies in the workplace to accommodate work, personal and family needs. And to promote the physical and psychosocial well-being of individual employees.

## **5. LEGISLATIVE FRAMEWORK**

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

- 5.1. South African Constitution Act No. 108 of 1996
- 5.2. Basic Conditions of Employment Act No. 75 of 1997 as Amended
- 5.3. Labour Relations Act No. 66 of 1995
- 5.4. Employment Equity Act No 55 of 1998
- 5.5. Compensation for Occupational Diseases and Injuries Act NO.130 of 1993
- 5.6. National Strategic Policy Framework of 2007-2011
- 5.7. Public Service Act, 1994 as amended and Regulations
- 5.8. Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000
- 5.9. Disaster Management Act No 57 of 2002
- 5.10. Tobacco Products Control Amendment Act, 1999 (No.12 of 1999)
- 5.11. Occupational Health and Safety Act, 1993 (No.85 of 1993)
- 5.12. Prevention and treatment of Drug Dependency Amendment Act no 14 of 1999
- 5.13. New Child Care Act 74 of 1983
- 5.14. Correctional Service Act, 1998
- 5.15. Debt Collectors Act, 1998
- 5.16. Maintenance Act, No. 99 of 1998
- 5.17. Divorce Act 1979
- 5.18. White Paper for Social Welfare adopted in 1997
- 5.19. South African Social Security Agency Act, 2004
- 5.20. Mental health Care Act, 2002 (Act No.17 of 2002)
- 5.21. National Sports and Recreation Act, 1998 (Act No. 110 of 1998)
- 5.22. Code of Good Practice on the Prevention and Elimination of Harassment (2022) Wellness Management Policy for the public Service 2019

## **6. LINKS WITH OTHER HCM POLICIES (If applicable)**

- 6.1. Absenteeism Policy
- 6.2. Bereavement Policy
- 6.3. Leave Management Policy
- 6.4. Occupational Health & Safety Policy
- 6.5. Recruitment & Selection Policy



## **7. SCOPE AND APPLICABILITY**

Employee Wellness Management Policy will apply to all permanent employees and immediate families, contract, and employees on an internship programme.

## **8. ROLES AND RESPONSIBILITIES**

### **8.1. Council**

8.1.1. Approve the Employee Wellness Management Policy.

### **8.2. Municipal Manager**

8.2.1. Oversee the implementation of Employee Wellness Management Policy.

### **8.3. Executive Managers**

8.3.1. It is the responsibility of the Executive Managers to:

8.3.1. Ensure the development and implementation of a written policy on managing the wellbeing of both the employees and the organisation.

8.3.2. Ensure that MCLM strategic plan incorporates Employee Wellness Management Policy into the strategic objectives of the organisation.

8.3.3. Provide adequate resources for the implementation of Health and Wellness programmes in the municipality e.g. budget, staff, appropriate infrastructure.

## **8.4. CONFIDENTIALITY**

8.4.1. Employees utilising the Employee Wellness Services are assured of confidentiality, except in cases of risk to self and others or in terms of the legislation.

8.4.2. Strict confidentiality records and information outside the personnel records should be maintained at all times.

8.4.3. The office of E.W. S. will ensure the confidentiality of all medical and personal information of employees.

## **8.5. THE HUMAN CAPITAL MANAGEMENT: EWS SUB-DIVISION**

8.5.1. Monitor and evaluate the correct implementation of EWM policy. Ensure that the policy complies with Council resolutions, applicable legislation, conditions of service and relevant bargaining council agreements.

- 8.5.2. Ensure that all Wellness practitioners adhere to and uphold the codes and conduct especially that of EAPAP that guides their practice.
- 8.5.3. Structure, strategize, plan and develop a holistic employee wellness programme.
- 8.5.4. Manage employee Wellness strategies and policies, wellness promotion initiatives and wellness facilities within budgetary guidelines.
- 8.5.5. Aligns and interface organisational Employee Wellness Management policy with other relevant policies and procedures.
- 8.5.6. Liaise with internal and external stakeholders regarding any provision of Wellness interventions.
- 8.5.7. Plan interventions based on risk and needs analysis.
- 8.5.8. Monitor and evaluate implementation of wellness interventions.
- 8.5.9. Establish a wellness champion programme.
- 8.5.10. Make provision of counselling to individual employees and to their immediate family.
- 8.5.11. Coordinates activities of Wellness Champions/ Peer Educators.
- 8.5.12. Oversee the functioning of the gymnasium and other physical activities at the workplace. (if applicable).

## **8.6. Wellness Champions**

- 8.6.1.** Act as behavioural-change agents by supporting all wellness initiatives.
- 8.6.2.** Act as immediate support for employees.
- 8.6.3.** Support wellness practitioners and officers with the arrangements of Wellness events/workshops/projects.
- 8.6.4.** Act as a referral agent of employees to relevant internal/external health support programmes.
- 8.6.5.** Take the initiative to implement awareness activities, or to communicate wellness information within the municipality.
- 8.6.6.** Be involved with identification of employee needs and health risks within the municipality.
- 8.6.7.** Distribute wellness promotional material in their respective departments (all functions performed by WC should be done during normal working hours and should be included in their performance agreements).
- 8.6.8.** Submit monthly reports of activities to the wellness practitioner.

## **8.7. Trade Unions**

- 8.7.1.** Advocate and lobby for Wellness programs to be implemented in different departments.
- 8.7.2.** Motivate staff to participate in Wellness programs and to utilize Wellness preventative programs and promote services offered by wellness.
- 8.7.3.** Act as an observer to ensure Wellness services are provided in an equitable, ethical and professional manner.
- 8.7.4.** Communicate Wellness Management Policy to their members.
- 8.7.5.** Ensure that the employer fulfills mandates of Wellness legislation and regulations to optimize wellness in the workplace.
- 8.7.6.** Attend all Wellness committee meetings and make representations to the employer on agreed issues affecting the Wellness of employees at the workplace.

## **8.8. Wellness Committee**

- 8.8.1.** Monitor the implementation of the Employee Wellness Management Policy.
- 8.8.2.** Monitor the efficacy of the Employee Wellness Management Policy.
- 8.8.3.** Take relevant measures to reduce risks and promote workplace wellness.
- 8.8.4.** Meet quarterly to discuss Employee Wellness Management policy matters.

## **8.9. Employees**

- 8.9.1.** Actively participate in all wellness initiatives, make informed choices about their health, take ownership of their well-being by utilizing available resources to maintain a healthy lifestyle both physically and mentally.
- 8.9.2.** Follow guidelines outlined on the Employee Wellness Management Policy and reporting any concerns related to their health or work environment that could impact on their health and wellbeing.
- 8.9.3.** Make use of Wellness facilities and services provided at the workplace.

## **9. POLICY CONTENT**

### **9.1 Referral Procedure**

**9.1.1** All referrals shall be done formally through a referral form (attached as Annexure A)

**9.1.2** Employees may refer themselves for EWS programmes

**9.1.3** Managers/ Supervisors may refer employees requiring EWS intervention

**9.1.4** Other referral shall be done on Annexure A

**9.2** The following service will be provided to employees:

**9.2.1** Wellness Management

**9.2.2** Employee Wellness Management Policy aims at embracing a holistic wellness approach that is, considering the whole person, including, their physical, mental, emotional, social and spiritual health. The components of a holistic Wellness Management shall include:

### **9.3. Physical Wellness**

- 9.3.1. Promotes taking care of your body for optimal health and functioning.
- 9.3.2. Physical fitness and wellness encompass the ability to perform daily activities with ease, including aspects of sports, proper nutrition, exercises and stress management.

### **9.4. Social Wellness**

- 9.4.1. Emphasize a positive and interdependent relationships with others.
- 9.4.2. Building and maintaining healthy relationship, fostering genuine connections and engaging in activities that promote a sense of belonging.

### **9.5. Psychological Wellness**

- 9.5.1. Is a dynamic state that is influenced by and influences our physical intellectual, spiritual and social lives.
- 9.5.2. It encompasses a state of well-being characterized by positive emotions, effective functioning and a sense of fulfilment.

### **9.6. Spiritual Wellness**

- 9.6.1. Refers to integrating our beliefs and values with our actions, it enhances our connection between mind, body and spirit.
- 9.6.2. It involves finding meaning, purpose, and connection through personal values and beliefs.

### **9.7. Intellectual Wellness**

- 9.7.1. It is the utilization of human resources and learning resources to expand knowledge and improve skills.
- 9.7.2. Promote life-long learning and personal development through studying, engaging in challenging discussions and pursuing diverse interests.

### **9.8. Financial Wellness**

- 9.8.1. 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.
- 9.8.2. It is the ability to meet the current and near-term financial obligations and to be on track to meet future goals.

## **10. THE FUNCTIONAL PILLARS OF AN EMPLOYEE WELLNESS SERVICES**

- 10.1. Employee Wellness Services offered within the Municipality shall encompasses four pillars:

### **10.1.1. Wellness Management**

- 10.1.1.1. Wellness management involves the traditional areas which addresses the entire spectrum of psycho-social stressors in the workplace to enhance individual and organisational wellness and ultimately productivity. It has the following priority areas:
- 10.1.1.2. Employee Assistance Programmes (EAP)
- 10.1.1.3. Wellness Programs/ projects/workshops/ events
- 10.1.1.4. Work- life Programme.

### **10.1.2. HIV and AIDS Management**

- 10.1.2.1. HIV and AIDS Management has the following priority areas:
- 10.1.2.2. Prevention
- 10.1.2.3. Treatment Care and Support
- 10.1.2.4. HIV counselling and testing (HTC).

### **10.1.3. Spiritual Counselling**

- 10.1.4. Spiritual Counselling has the following priority areas:
- 10.1.5. Aims at increasing a person's well-being by working through core issues such as: shame, guilt, depression, fears etc.
- 10.1.6. Get-centred approach = connect from your inner centre to the other person's inner centre.

### **10.1.7. Health and Productivity Management**

10.1.7.1. Health and Productivity Management has the following priority areas:

- 10.1.7.1.1. Chronic Management
- 10.1.7.1.2. Injury on Duty liaise with OHS in this regard
- 10.1.7.1.3. Incapacity due to ill-health
- 10.1.7.1.4. Health programmes /projects/workshop and events

## **11. HEALTH MANAGEMENT**

- 11.1. The EWS should provide general health promotion and awareness programmes pertaining to risks related to communicable diseases (e.g. HIV and AIDS, TB, Cancer, Covid-19 etc.) and non-communicable diseases (e.g. coronary heart disease, diabetes, mental health etc.) in the workplace.
- 11.2. Patient support will be rendered to employees who seek clinical assistance (Monitoring and assisting those who might have defaulted on their medication).
- 11.3. Sick leave and incapacity leave, as well as ill-health retirement shall be dealt with according to the provision of PILIR as determined in terms of Leave Management Policy and SALGBC Collective Agreement.

## **12. IMPLEMENTATION OF EWS PROGRAMMES**

- 12.1. The EWS sub-division shall strategically decide on the most appropriate model for delivering the programmes to the employees. Available models shall provide the total package of services internally through professionals employed by the department; outsourcing some of the services to external professionals will come at a fee.
- 12.2. The outsourcing of services shall particularly be considered where internal capacity is lacking, when this option is preferred, the EWS Assistant Manager remains responsible for ensuring that the service rendered by the external service provider is of good quality, ethical and in observance of the human rights of the employees.
- 12.3. Provision shall be made for the delivery of EWS programmes through the appropriate infrastructure.

### **13. HUMAN CAPITAL MANAGEMENT**

- 13.1. The manager shall delegate the responsibility of EWS to the Assistant Manager EWS within the division to steer the EWS Programmes including the provisions contained in the public Service Regulations and ensure that the supervisor so designated is held accountable by means of his or her performance agreement.
- 13.2. The Assistant Manager to whom the responsibility is delegated shall ensure the establishment of all relevant committees.
- 13.3. The division should appoint suitable qualified and skilled practitioners to ensure the implementation of all the components of EWSP.
- 13.4. The practitioners shall have performance agreements embracing relevant and specific key performance activities and performance indicators.
- 13.5. The Assistant Manager responsible for EWSP shall ensure that all practitioners requiring registration with their professional bodies maintain their membership of such bodies to ensure their ethical, professional and legal functioning.
- 13.6. The EWS Assistant Manager and practitioners shall promote health and wellness and provide support to employees in their immediate environment to ensure the effective implementation of the EWSP.
- 13.7. Suitable employees shall be recruited and trained as peer educators/wellness champions to support the implementation of the programmes.

### **14. FINANCIAL IMPLICATIONS**

- 14.1. The cost associated with the implementation of this policy shall be borne by the department of Corporate Support Services.
- 14.2. Departments should budget for certain Wellness programmes such as: team building workshops, second opinion referrals, debriefing workshops, advanced debriefing workshops and reinforcement programs.

### **15. IMPLEMENTATION OF THE POLICY**

- 15.1. The implementation of this policy shall be affected a day after approval by Council.

### **16. MONITORING AND EVALUATION OF THE POLICY**

- 16.1. Corporate Support Services department shall assist in the process of monitoring the implementation of Wellness Management Policy.



- 16.2. Monitoring and evaluation division have a significant role to play in Wellness interventions as it assists in assessing whether the programme is appropriate, cost effective and whether it meets the set objectives.

## **17. POLICY REVIEW**

- 17.1. The Wellness Management Policy should be reviewed on a regular basis when the need arises.

## **18. COMMUNICATION**

- 18.1. This policy shall be communicated to all Municipal employees using the full range of communication methods available in the municipality.

## **19. COMPLIANCE**

- 19.1. All levels of management shall be held accountable for the implementation of this policy.
- 19.2. Any employee found to have acted in contravention of this policy shall be guilty of an offence and disciplinary process shall follow in terms of the Collective Agreement or the Municipality 's Grievance Code and Disciplinary policy.

## **20. APPROVAL**

Council:	Mogale City Local Municipality
Signature:	
Date Approved:	
Effective Date:	



**MOGALE CITY EMPLOYEE WELLNESS SERVICES**  
**STRICTLY CONFIDENTIAL**

**THE EMPLOYEE REFERRAL FORM**

*This form must be completed by the manager/assistant manager/ or supervisor of the referred employee and the employee must be notified about the contents of this referral.*

**ATTENTION:** \_\_\_\_\_

**A. DETAILS OF REFERRED EMPLOYEE**

1. DATE OF REFERRAL : \_\_\_\_\_  
PAY NUMBER : \_\_\_\_\_  
DATE OF BIRTH : \_\_\_\_\_  
POSITION : \_\_\_\_\_  
NAME AND SURNAME : \_\_\_\_\_  
CONTACT TELEPHONE NUMBER : \_\_\_\_\_

**B. FORMAL REFERRAL**

SHORT DESCRIPTION OF WORK PERFORMANCE \_\_\_\_\_  
\_\_\_\_\_

**2. BRIEFLY STATE REASON/S FOR REFERRAL**

\_\_\_\_\_  
\_\_\_\_\_

3. STATE THE INDICATORS OF BEHAVIOUR YOU HAVE OBSERVED FROM THE EMPLOYEE (for example: Lowered quality of work/increased errors/excessive absenteeism/inability to cope following bereavement or a traumatic event/substance abuse at work etc.)

\_\_\_\_\_  
\_\_\_\_\_

**4. FOR HOW LONG HAVE YOU BEEN AWARE OF THE INCIDENTS OR BEHAVIOUR MENTIONED ABOVE?**

\_\_\_\_\_  
\_\_\_\_\_

**5. WHICH CORRECT ACTIONS HAS BEEN MADE TO ASSIST THE EMPLOYEE**

\_\_\_\_\_

**6. EXPECTATIONS REGARDING COUNSELLING/THERAPY AND SUPPORT SERVICES:**

\_\_\_\_\_

**C. DETAILS OF REFERRING MANAGER/ASSISTANT MANAGER/SUPERVISOR**

NAME OF MANAGER/ASSISTANT MANAGER/SUPERVISOR: \_\_\_\_\_

DEPARTMENT OR DIVISION: \_\_\_\_\_

CONTACT NUMBERS: \_\_\_\_\_

**SIGNATURE:**

This form must be accompanied the referred employee in a sealed envelope on the day of the appointment.