BEHAVIOURAL CHANGE IN THE WORKPLACE

Health and Safety Training Manual

RETURN 2WORK

STAY SAFE

PROTECT SOUTH AFRICA

CONTENTS

KEY:

Read — Facilitator to read to participants

P⃞ — Present on screen

Q&A — Questions and answers

✎ — Exercises and tasks

NOTES TO FACILITATORS

Aims and objectives of the training

This training manual is for facilitators in companies, unions and other resource organisations to use as a guide to train and support employees, shop stewards and other worker representatives around staying safe in their workplaces during COVID-19 and beyond.

The intention of this training is to create a safe space for all participants to be able to communicate freely and ask questions so that they understand how to deal with health and safety in the workplace (and in their daily lives) during the COVID-19 pandemic and beyond. As part of this, the intention is also for employers (even those who are self-employed) and employees to understand what each other's rights and responsibilities are with regards to creating a working environment that is safe and without risk.

This training manual seeks to encourage a strong focus on ensuring that there is open communication between employees and employers so that they can begin to build some level of trust around health and safety issues. This is critical to effect behaviour change and thereby contributing towards safer, more productive, working spaces with minimal risk.

Guidelines for conducting the training

Length of training: The intention is that this training should not take longer than 1-1, 5 hours (depending on the time spent on employees sharing their COVID-19 stories) and should take place in a safe environment.

Virtual or onsite: The facilitator could conduct the training virtually or onsite in the workplace.

Tools: Online communication platforms (e.g. Zoom, Microsoft Teams, Skype etc.) or projector depending on the method used.

Additional resources: This guide provides reference to additional resources that the facilitator can access such as a PowerPoint presentation which provides an overview of the training; references to examples of templates which can be accessed from the Return2Work website (www.return2work.co.za).

Participant materials: The facilitator should be aware that there are two resources which can be distributed to learners. They include the "corona cards" and a participant guide which can be handed out to participants which they can take away with them after the training.

Icebreakers: It important that all participants know that the "ice-breakers" included in the training manual are for people to engage, learn and get to know each other so that they understand how a change in behavior can assist in enabling safer workplaces while having fun. Furthermore, to influence behaviour in the broader communities in which we live, so they too can be safer spaces where the spread of COVID-19 can be reduced.

All facilitators are encouraged to lead engagements that will encourage participants to start sharing and communicating. One of the icebreakers is aimed at achieving that. It calls on participants to tell, **"What is your Corona story?" as part of an approach to encourage story telling.**

THE POWER OF STORY TELLING

Why is sharing of stories important during this time?

The pandemic has created huge stress and additional pressures for people. On a very basic level, trying to get to work safely can be a challenge for a lot of people. In trying to create a safe workplace for everyone, it is critical that we begin to build a deeper understanding of each other's challenges and each other's stories. The idea of incorporating storytelling into this programme came about after hearing about the success of a programme entitled 'What's your Story?' which is a national storytelling campaign developed by a South African NGO called Heartlines. What's your Story is about creating connections between people, breaking down barriers, and helping South Africans to find our common humanity. Heartlines has found – through its work in workplaces - that personal storytelling builds greater understanding, trust and cohesion. This is the basis for a productive and healthy workplace.

Read

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INTRODUCTION

The COVID-19 pandemic (Corona) has affected many things in all our lives. It has affected all of us differently depending on our own circumstances, in workplaces and beyond the workplace. It has affected not only how, where and when we work but also how we connect with each other and what we need to do to keep ourselves and our colleagues safe.

In order to minimize the transmission of COVID-19 in workplaces across South Africa, Government drafted regulations, directions and guidelines for employers, self-employed persons and society to adhere to which are contained in the national state of disaster under Section 27(1) and Section 27(2) of the Disaster Management Act published on 15 March 2020. This resulted in employers being required to implement certain health and safety measures to ensure a safe working environment not only for employees but also for customers and any other person accessing the workplace or whom their activities may affect.

Employers have certain obligations in terms of ensuring their workplaces are safe and pose no risk to employees. In turn, employees need to take responsibility for their behaviour and ensure they comply with measures implemented. Hence, the management of health and safety provides both employers and employees an opportunity to develop together health and safety frameworks that are applicable to them – but taking into account the requirements contained in the legislation.

As we are all aware, COVID-19 does not discriminate. It affects us all and in view of that, it provides an opportunity for employers and employees to develop approaches to prevent transmission together. This requires not only more effective communication between employers and employees around the risks associated with creating a safer working environment but also a space for more amicable discussions to enhance better decision making concerning health and safety in the workplace. This in turn could lead to more connected workplaces with improved social behaviour. This can form the basis of more cohesive, caring and productive workplaces.

3 BEHAVIOUR CHANGE IN THE WORKPLACE

Read

Behaviour in the workplace

Health and safety is often regarded as a behaviour, practice or culture in the workplace. So it is more about how we as employers and employees act and what we do to ensure we are all safe in our workplaces. As we all know, human behaviour can also be a risk, as the consequences of our behaviour or actions can lead to positive or negative results. It is therefore important that both employers and employees adhere to the health and safety protocols implemented in the interest of health and safety.

The consequences of our behaviour is reflected in the following scenario [which the facilitator will present to the participants to do and then ask a few for some feedback. The scenario should not take more than 5-10 minutes]:

Case Scenario 1:

Employee X notices that he spilled water on the floor and continues with their duty without cleaning the wet floor. After 10 minutes employee Y slips, falls and gets injured.

What is the consequence behaviour of employee X?   **A. Positive** ☐   **B. Negative** ☐
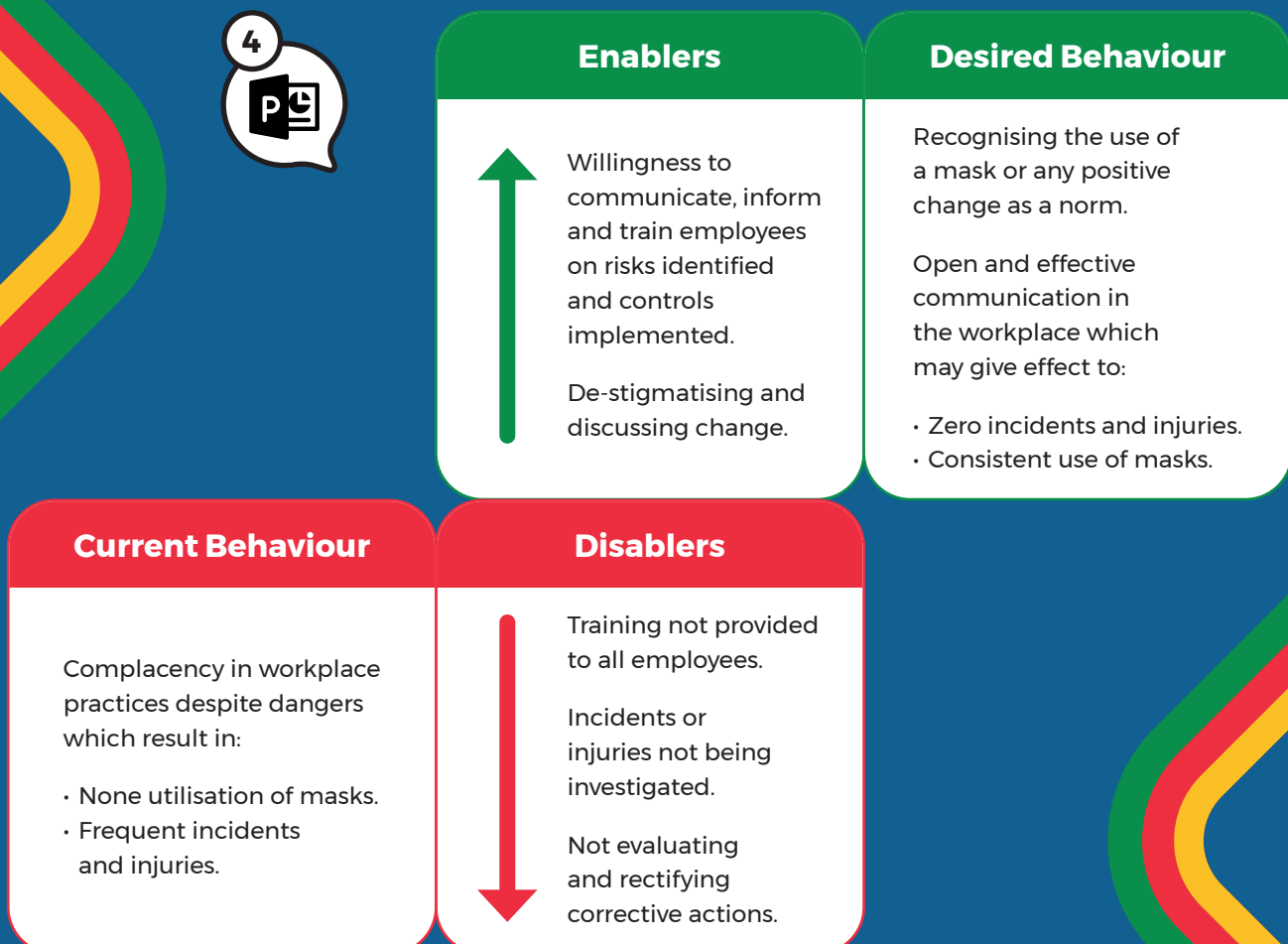
Briefly describe what could have been your best practice.

CURRENT VS DESIRED WORKPLACE BEHAVIOUR

Read

An employer may use workplace data such as those related to incidents, injuries or occupational diseases to analyse the behaviour in the workplace. This is necessary so as to develop the enabling methods to change behaviour such as better and improved communication as well as attempts to build trust between themselves and employees.

The following diagram explains what factors will enable or lead to a desired change in behaviour and what factors will ensure that behaviour does not change:

Enablers

Willingness to communicate, inform and train employees on risks identified and controls implemented.

De-stigmatising and discussing change.

Desired Behaviour

Recognising the use of a mask or any positive change as a norm.

Open and effective communication in the workplace which may give effect to:

· Zero incidents and injuries.
· Consistent use of masks.

Current Behaviour

Complacency in workplace practices despite dangers which result in:

· None utilisation of masks.
· Frequent incidents and injuries.

Disablers

Training not provided to all employees.

Incidents or injuries not being investigated.

Not evaluating and rectifying corrective actions.

4 OCCUPATIONAL HEALTH AND SAFETY ACT

Icebreaker 1

(for 3-5 minutes): Facilitators and all participants to demonstrate at least four health and safety protocols by dancing to the tune of a song like Jerusalema or try another amazing song by Nomcebo Zikode called Xola Moya Wam'.. or any other song;

- Wearing of a mask,
- Social Distancing,
- Washing of hands with soap and water / sanitising and
- Coughing etiquette or the new way of greeting someone.

4.1 Understanding Occupational Health and Safety

4.1.1 The Occupational Health and Safety Act is a piece of legislation (or law) that governs health and safety in workplaces.

Its purpose is to provide for the protection of health and safety of persons...

a.   at work

b.   in connection with the use of plant and machinery

c.   other than persons at work (i.e. visitors, customers, public)

...against hazards arising out of or in connection with the activities at work.

Read

4.1.2 Q: Who should comply with the Act?

A: Employers, self-employed persons and every person in the workplace.

Q&A

DUTIES AND RESPONSIBILITIES IN THE WORKPLACE

—

Q&A | 6 P

4.2.1 What are employers' rights, duties and responsibilities to their employees in the workplace?

Arrange for the safety and absence of risk to health in connection **with any substance and any activity.**

To make every employee aware of the hazards and informed **of the scope** of the authority of their **work.**

Ensure provision and maintenance of systems of work, equipment and machinery that is safe and without risk to health.

Q

In every workplace employers shall…

Not permit any employee to do any work unless controls are abided by.

Provide and maintain a workplace that is safe and without risk to the health and safety of their employees.

Provide information, training, supervision, communication and instruction.

Eliminate or **mitigate any hazard before resorting to personal protective equipment.**

Identify hazards from any work performed and controls to apply and protect the health and safety of persons.

All the above-mentioned duties shall be adhered to, as reasonably practicable, to ensure the health and safety of all employees.

4.2.2 Employers also have a duty to others (example: customers, visitors, public, and contractors) who may be directly affected by their activities to ensure that they are not exposed to any hazards and risks.

4.2.3 Even if you are self-employed, you have responsibilities in terms of Occupational Health and Safety which include that:

- Every self-employed person shall ensure that they and any customer, visitor, including public are not exposed to any hazards arising from their activities.

4.2.5 Do employees have any health and safety rights and duties in the workplace?

A: Yes, all employees have both rights and duties in terms of health and safety. Each employee has a right and duty to:

Take reasonable care for yourself and other people who may be affected by your actions or omissions.

Co-operate with any employer or any other person who carries out their duty in terms of the Act.

Abide by any lawful instruction which is in line with the health and safety rules and procedures laid down your employer or by anyone authorized in the interest of health and safety.

Report to your employer or health and safety representatives, as soon as possible;
- any situation which is unsafe or unhealthy which comes to your attention; and
- any incident, which may affect your health or which has caused an injury to yourself or others.

WORKPLACE RISK ASSESSMENT

Q&A

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In order for a workplace to be safe and have less risk, every employer should conduct a risk assessment.

Q's	A's
What is a risk assessment?	It is a process of evaluating risk from a particular hazard and considering the effective control.
What is a Hazard and a Risk?	Hazard is a source of or exposure to danger (for example, a wet floor) Risk is the likelihood of injury or damage that would occur (for example, slip and fall).
How often should a risk assessment be reviewed?	It must be reviewed when the controls are suspected to be or are no longer effective, when processes have changed. The timeframe will also depend on the applicable regulation to the employer or self-employed person.
Who should conduct this risk assessment?	Every employer or self-employed person including a competent team in consultation with the health and safety representatives, and health and safety committee or employee representatives where no representatives are appointed should conduct a risk assessment.

Methods to consider when developing a risk assessment:

Read

Requirements applicable to the workplace. Identify all activities, hazards, risks, and controls.

1. Plan

2. Do

3. Check

4. Act

Evaluate and monitor if the implemented controls are effective. Data, records available.

Implement processes and procedures identified from the plan. Train, inform and communicate with employees on implemented measures.

Rectify the gaps or corrective measures identified. Review the assessment and processes for continuous improvement in the workplaces.

4.3.1 **For a workplace to be safe and have less risk, every employer should know;**

- What hazards exist in the workplace and from which activities,
- Possible injury or risk from the hazards,
- How that risk can be eliminated or mitigated; and
- Implement measures to control that risk to ensure the workplace is reasonably safe with limited risk.

Q&A

4.3.2 **What are the benefits of identifying hazards and implementing effective controls as well as complying with the Occupational Health and Safety Act requirements?**

Any workplace that is safe and without risk at a reasonable and practical level is likely to have:

- Less injuries and incidents in the workplace,
- A good reputation in relation to health and safety because the employer is complying with the law,
- An environment where people feel safe and are able to work with dignity and
- People are more motivated and productive.

HEALTH & SAFETY FIRST!

5

HEALTH AND SAFETY DURING COVID-19 PANDEMIC

Icebreaker (15-30 minutes): What is your Corona story?

Facilitator to share their story on COVID-19 and then prompt participants to share their stories which can include one of the questions below:

- What are some of the challenges you have faced during the pandemic?

- Did any members of your family or close friends have corona and how did you deal with it?

- One thing you have learnt during the pandemic.

- What challenges do you face in trying to comply with the regulations around keeping safe in the workplace and outside?

- In which ways would you describe the 'new normal' as being better than the 'old normal'?
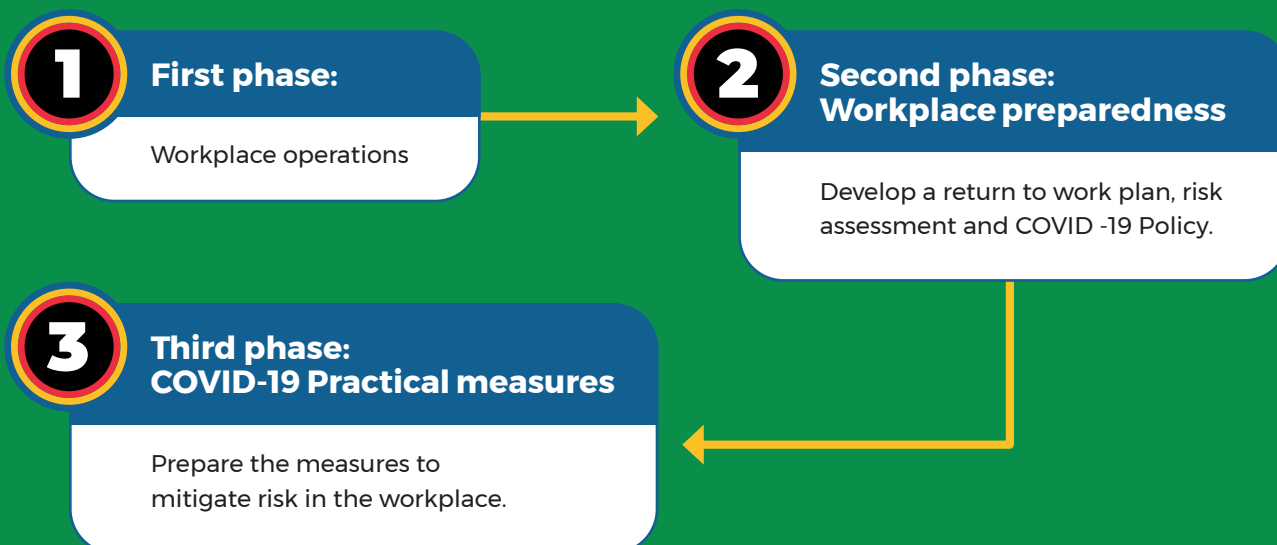
5.1 Understanding COVID-19 and how it spreads

Q's	A's
What is COVID-19?	COVID-19 is the infectious disease caused by the corona virus, SARS-CoV-2, which is a respiratory pathogen.
How is it transmitted?	The virus spreads mainly through droplets of saliva or discharge from the nose when an infected person coughs or sneezes.
Who can contract COVID-19?	Any person (older and younger, from any race, culture or religion) can be infected by COVID-19.
What should I do to protect myself and others?	• Wear a mask when around other people and you are in public; making sure, your nose and mouth are fully covered. • Keep a distance of 1.5m between yourself and others. • Wash your hands frequently with water and soap or use hand sanitiser (with at least 70% alcohol). • Adhere to cough etiquette (use a tissue or bent elbow while coughing).
Staying safe while travelling to and from work.	Linked to the above of trying to keep yourself and others safe, it is important to remember the following: • When queuing for any public transport keep a safe distance from other people. • Make sure you are wearing your mask and you sanitise your hands before you enter a taxi, bus, train or any public transportation. • Have the correct fare so you keep cash exchange to a minimum. • Where possible take a bus, train or taxi that is complying with the health and safety protocols and regulations. • Make sure you keep the windows open or that you request assistance for ventilation to be provided from the driver/marshal. • Inform the driver/marshal if a passenger is not wearing a mask. • If you have wet-wipes, then wipe the surfaces you will be touching. • Sanitise your hands after exiting public transport.
Are there persons who are considered to be higher risk than others?	Yes, those who are 60 years and older, or those of any age and have underlying chronic medical condition, including people with chronic lung disease: moderate to severe asthma, active TB and post-tuberculous lung disease (PTLD), diabetes (poorly controlled) or with late complications, serious heart conditions: heart failure, coronary artery disease, chronic kidney disease undergoing dialysis; severe obesity (body mass index [BMI] of 40 or higher.
What are the symptoms I should take note of?	Sore throat, dry cough, loss of taste or smell, shortness of breath, redness of eyes, vomiting, headaches. Body aches, fever, fatigue, weakness or tiredness and diarrhea.
Can COVID -19 be transmitted in the workplace?	Yes, because COVID-19 spreads primarily through respiratory droplets or contact with contaminated surfaces. Exposure can occur at the workplace, while travelling, in a community, at gatherings.

5.2   How employers can plan to mitigate the risk of COVID-19 transmission in the workplace

All workplaces differ in terms of activities, processes, risk exposure and legal requirements. Therefore, the measures introduced to reduce transmission will depend on an analysis of each workplace and its particular circumstances.

The process of achieving this is outlined as follows:

1 **First phase:**

Workplace operations

2 **Second phase: Workplace preparedness**

Develop a return to work plan, risk assessment and COVID -19 Policy.

3 **Third phase: COVID-19 Practical measures**

Prepare the measures to mitigate risk in the workplace.

First phase: Every employer or self- employed person must, based on their business operations, determine which work activities can be executed from home or physically at the workplace.

Read

Workplace preparedness flow chart

COVID-19 Policy	Employer to prepare a written **COVID-19 Policy** which addresses the health and safety of its employees and the nature of the business.		

Risk Assessment in the context of COVID -19

Risk Assessment	**Identify all activities and processes**	**Analyse risk exposure to COVID-19**	**Hierarchy of Controls (Where not practical alternate)**
	Contact with known or suspected sources of COVID-19.	High risk	Eliminate- Change process to have 0 risk. Substitute- replace high risk with low risk activity.
	Frequent/ close contact within 1,5 meters.	Medium risk	Engineering- Ventilation. Administrative-Training, screening etc.
	Minimal contact with the public and other co-workers.	Low risk	Personal Protective Equipment Provide adequate and sufficient masks, shields, etc.

Workplace Plan

Workplace Plan	**Employee Plan**	**Process Plan**
		Regulations, directions, guidelines, and protective measures to implement to reduce COVID-19 in the workplace.
	Identify vulnerable employees.	Date of re-opening and operating hours.
	List all employees permitted to return to the workplace and those working from home.	Appoint COVID-19 Compliance Officer to oversee implementation and adherence to risk assessment and health and safety measures including plans and address workplace concerns.
	Alternatives to reduce the number of workers in the workplace (i.e. Staggering working hours, shift systems, remote working and others).	Procedure to respond and resolve any imminent risk of exposure to COVID-19.

Read

Third phase: Implement the COVID-19 risk control measures and review for continual improvement. Depending on the level of risk and the particular conditions, each workplace will differ in terms of the measures introduced to protect employees, customers and visitors.

The following include examples of the type of measures that employers must implement:

Administrative Control Measures

- Risk Assessment and Workplace Plan as explained in workplace preparedness flow chart; and ensuring all measures are adhered to through monitoring and supervision.

- Declaration and identification of vulnerable employees including special measures to mitigate the risk of COVID-19 of these employees on their return to work.

- Training, communication and awareness to inform employees of COVID-19 and notify all employees on implemented measures.

- Inform and notify employees not to come to work if they are sick or have symptoms associated with COVID-19 and take paid sick leave.

- Plan and undertake the reporting procedures required when an employee has;
  - » COVID-19 related symptoms,
  - » Been diagnosed with COVID-19 or
  - » Been in contact with another worker who has been diagnosed with COVID-19.

- Risk assessment review plan.

Physical Control Measures

- Access to facilities for washing of hands with soap and clean water or a hand sanitiser with at least 70% alcohol.

- Daily symptom screening of symptoms associated with COVID-19.

- Social distancing measures to ensure 1.5m distance between employees in the workplace.

- Provide free of charge two cloth masks to employees.

- Providing sufficient ventilation by natural or mechanical means.

- Regularly clean and disinfect common areas, frequently touched surfaces such as door handles.

- Investigating any mode of exposure, the effectiveness of controls implemented.

5.3 Workplace measures and responsibilities during COVID-19 pandemic

5.3.1 To summarise, what was outlined above, the following include some of the employer and employee's duties and responsibilities to ensure a safe workplace with minimal risk during the pandemic.

Every employer must:

- **Provide a workplace that is safe and without risk**.

- **Undertake a risk assessment** and **develop a plan** to ensure requirements **and control measures** are implemented and adhered to.

- **Notify all employees of measures implemented,** inform, communicate and provide training.

- **Provide free of charge each employee with two cloth masks** to wear at the workplace and while commuting to and from work.

- **Arrange workplaces to ensure** there is a **minimum distance of 1.5m between workers** while working and social distancing measures are adhered to in common areas such as canteens.

- **Ensure** there is **access to adequate facilities for washing of hands** with soap and clean water **or** sufficient **hand sanitiser** with at least 70% alcohol content.

- **Ensure that surfaces** that employees and members of the public come into contact with **are routinely cleaned and disinfected.**

- **Screen employees when they report to work** to determine any symptoms associated with COVID-19 and do medical surveillance and testing where required.

- **Request employees to disclose their medical conditions** and facilitate their safe return to work or working from home.

- **Report employee's positive COVID-19 diagnosis** to the relevant departments and institutions and further;

  » Investigate the mode of exposure and control failure,

  » Determine the need for decontamination process and temporary closure of the affected work area,

  » Support on any contact tracing measures.

- **Resolve any issue that poses risk and exposure** to COVID-19 **in the workplace.**

Every employee must:

- **Comply with all health and safety measures** implemented by the employer in the workplace.

- **Wear a mask provided while at work and when commuting** to and from work.

- **Keep a distance of 1.5m** between themselves and others **in the workplace.**

- **Wash hands frequently** with water and soap **or use hand sanitiser** (with at least 70% alcohol) while at work.

- **Inform the employer immediately if they experience any COVID -19 symptoms** while at work.

- **Disclose** to the employer if they have **any health conditions or comorbidities** as defined under vulnerable employees.

- **Report** if they have been **diagnosed with covid-19** or if they have been in contact with another worker who has been diagnosed with COVID-19.

- **Notify an employer** personally or through health and safety representative **of any** refusal to perform work and the **imminent and serious risk identified in the workplace** that exposes them to COVID-19.

5.3.2 Why is it important to conduct a risk assessment during the pandemic?

Conducting a risk assessment (see template in Annexure 1) is important as an employer establishes risks associated with COVID-19 in the workplace and outlines the effective measures. This requires an employer to:

- Identify all COVID-19 hazards associated with any activities;
- Analyse the level of risk in terms COVID-19 in the workplace;
- Determine measures to reduce the risk of transmission;
- Implement effective measures and controls to limit the transmission;
- Review if measures are still effective during investigation process or when processes change.

5.3.3 Measures aimed at maintaining social distancing in the workplace and where public has access.

Depending on the circumstances of the workplace or the nature of work, the minimum distance between people will differ. However, the requirement is that every employer must:

- Arrange the workplace to ensure a distance of 1.5m and ensure minimal contact between employees while working and for employees from being exposed to the virus through their interaction with the public.
- Determine the number of customers and employees that may be inside the workplace at any one time with adequate space available.
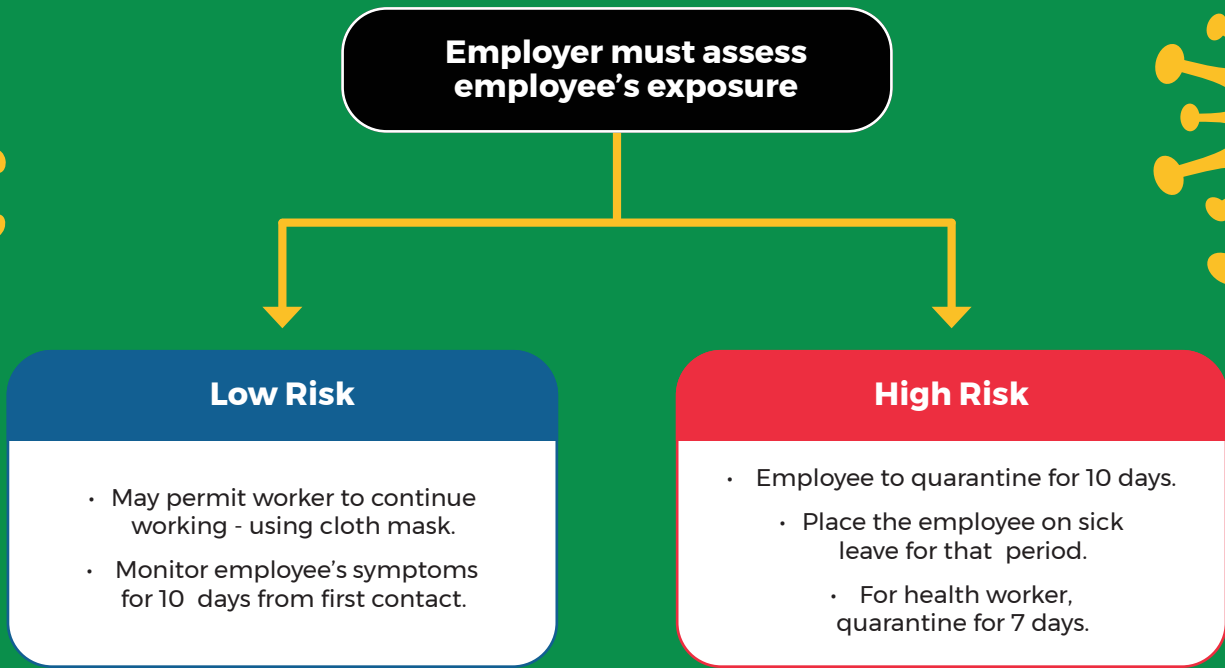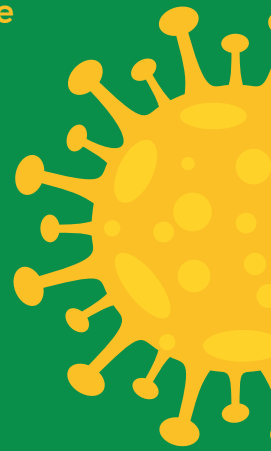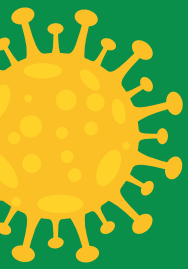
Where it is not practical to ensure the distance of 1.5 metres apart as well as implementing reasonable measures based on the risk assessment of the workplace, then the employer needs to arrange for:

- Physical barriers to be placed between work stations or erected on workstations to form a solid physical barrier between workers while they are working;
- Supply appropriate personal protective equipment provided free of charge; or
- Supervision, both in the workplace and in the common areas outside the immediate workplace, through queue control or within the workplace, such as canteens.
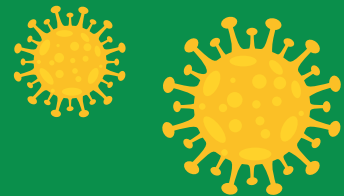
1.5m   1.5m
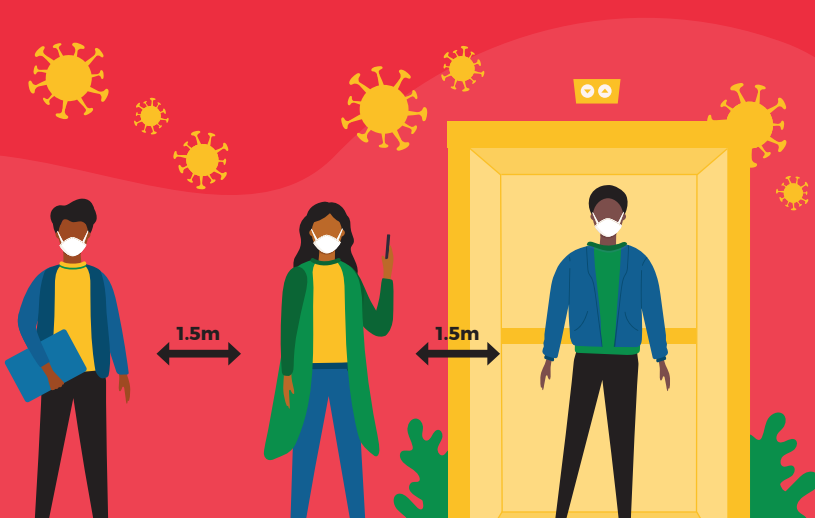
5.3.4 **Steps to be followed if an employee was in contact in the workplace with another employee who has been diagnosed with COVID-19**

Employer must assess employee's exposure

Low Risk

- May permit worker to continue working - using cloth mask.
- Monitor employee's symptoms for 10 days from first contact.

High Risk

- Employee to quarantine for 10 days.
- Place the employee on sick leave for that period.
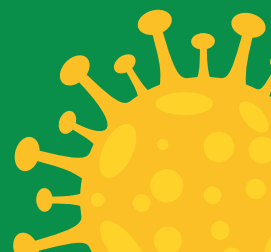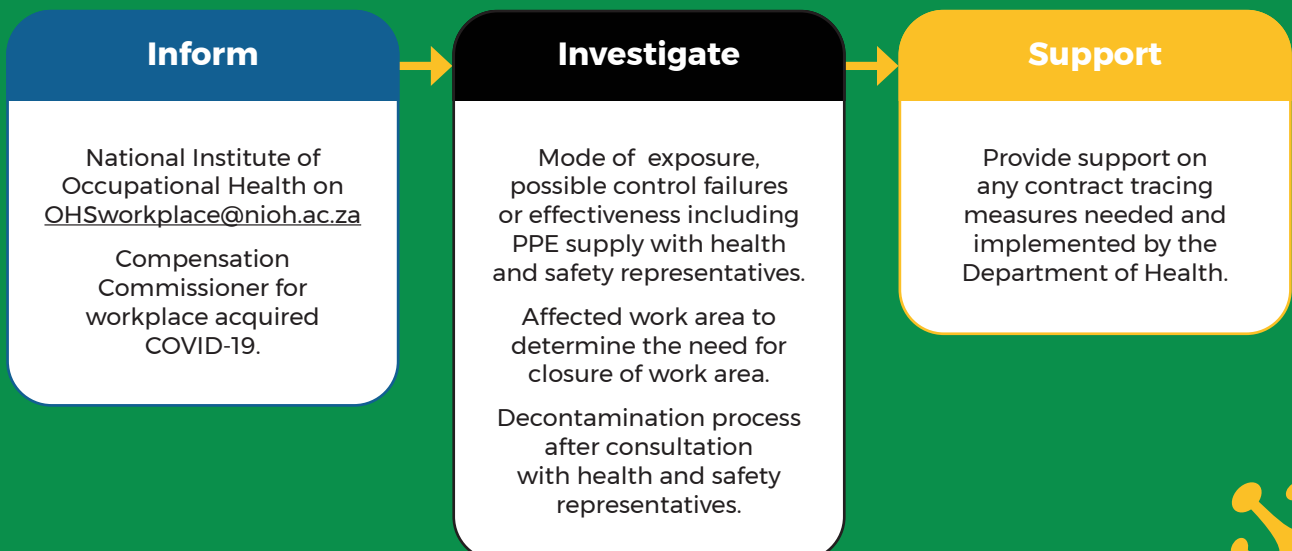- For health worker, quarantine for 7 days.

Q&A

5.3.4 **If an employee has been diagnosed with COVID-19 what steps should be taken?**

A: If an employee has been diagnosed with COVID-19 the employer must follow the process below in accordance with the National Department of Health Guidelines.

Inform

National Institute of Occupational Health on OHSworkplace@nioh.ac.za

Compensation Commissioner for workplace acquired COVID-19.

Investigate

Mode of exposure, possible control failures or effectiveness including PPE supply with health and safety representatives.

Affected work area to determine the need for closure of work area.

Decontamination process after consultation with health and safety representatives.

Support

Provide support on any contract tracing measures needed and implemented by the Department of Health.

CONCLUSION

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This training manual seeks to assist facilitators in outlining the key areas of legislation applicable to employers and employees in ensuring a safe and healthy workplace – not only during the COVID-19 pandemic – but beyond.

The underlying approach contained in this manual is aimed at providing guidance to you as facilitators to not only educate employees but to encourage communication between employees and employers around health and safety so as to begin to build some level of trust which could ultimately contribute towards effecting behaviour change.

Behavioural change is critical if the country is to halt the spread of COVID-19 and keep workplaces and communities safe.

Additional resources can be found on the following website: Return2Work.co.za to access the below resources to remain safe in the workplace while working.

1. **Business resources provide access to;**
   - Road map to re-opening the workplace
   - Roadmap to remaining safe during operations
   - maintaining a safe and risk free workplace

2. **Sector Guidelines**
   - Informal Sector
   - Formal Sector

3. **Additional Resources**
   - Guidelines for cleaning and disinfecting workplace, personal protective equipment and other workplace tools and government guidelines.

4. **FAQ**
   - Frequently Asked Questions

ANNEXURE 1: TEMPLATE

COVID-19 Risk Assessment Report

Site:	Sector:	Date:

Department:	Risk Assessor:	Name & Surname	Signature
Work Area/s:	Area Supervisor:	Name & Surname	Signature
Occupations in Area:	Health & Safety Representative:	Name & Surname	Signature

Risk Assessment

Source of Hazard (increased risk for exposure to SARS-Cov-2)	Route of Exposure	Activities & Tasks	Existing Control Measures	Control Effectiveness	Risk Classification	Additional Controls Required	Responsible Person(s)	Due Date/s
Close contact required between workers								
Employee exposure to other members of public/customers, suppliers and/or vendors								
Workforce comprised of large proportion of employees >60 years old								
Workforce comprised of large proportion of persons with underlying health conditions								
Employees are required to travel between provinces for work								
Employees live on site in workplace accommodation								
Public transport is the primary mode of commuting to and from the workplace								

Low Exposure Risk
Lower exposure risk (caution) jobs are those that do not require contact with people known to be or suspected of being infected with SARS-CoV-2, nor frequent close contact with (i.e. within 2 metre of) the general public.

Medium Exposure Risk
Medium exposure risk jobs include those that require frequent and/or close contact with (i.e. within 2 metres of) people who may be infected with SARS-CoV-2, but who are not known or suspected COVID-19 persons.

High Exposure Risk
High exposure risk jobs are those with high potential for exposure to known or suspected sources of COVID-19.

Very High Exposure Risk
Very high exposure risk jobs are those with high potential for exposure to known or suspected sources of COVID-19 during specific medical, post-mortem, or laboratory procedures.