



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
ECONOMIC DEVELOPMENT, ENVIRONMENT & TOURISM

TECHNICAL MANAGEMENT GUIDELINES AND PROCEDURES FOR THE MANAGEMENT OF SHIFT WORK AT LEDET

2021

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1. OBJECTIVES OF THE GUIDELINE AND PROCEDURE MANUAL

The aim of this technical guideline and procedure manual is to ensure that implementation of the shift work is standardized and implemented in accordance with all the provisions of this document. The objective of this document is further to provide information and guidelines to the employer and employees concerning the arrangement of working time and the impact of working time on the health, safety and family responsibilities of employees.

2. GENERAL BACKGROUND

LEDET is the custodian of biological assets that are extremely valuable. It is therefore essential to have employees on duty round-the-clock to safeguard these valuable assets. LEDET also has hospitality staff who are expected to provide services to guests round-the-clock.

3. SCOPE OF APPLICATION

This guideline and procedure is applicable to all employees of LEDET who may be expected to work shifts.

4. DEFINITIONS

4.1 'day shift' means an eight (8) hour shift that starts from around 7:00;

4.2 'double shift' means when an employee is required to work two consecutive shifts;

4.3 'employees' mean male and female persons appointed by LEDET in terms of the Public Service Act, 1994 as amended;

4.4 'employees with special needs' include, but not limited to-

- (a) persons with disabilities;
- (b) pregnant women; and
- (c) single parents.

4.5 'employment policy or practice' includes, but not limited to –

- (a) recruitment procedures, advertising and selection criteria
- (b) appointments and appointment processes;
- (c) job classification and grading;
- (d) remuneration, employment benefits and terms and conditions of employment;
- (e) job assignments;
- (f) the working environment and facilities;
- (g) training and development; and
- (h) disciplinary measures.

4.6 'employer' means Limpopo Department of Economic Development Environment and Tourism;

4.7 'night duty allowance' means compensation of an employee for the inconvenience of working a night shift;

4.8 'night duty' means work between the hours of 18:00 and 6:00;

4.9 'night shift' means an eight (8) hour shift that starts from around 23:00;

4.10 'overtime' means work in excess of the hours of work per week or month that male and female employees have been contracted to perform;

4.11 'persons with disabilities' include persons with long term mental, physical, intellectual or sensory impairments which may hinder their full participation on an equal basis with others in society;

4.12 'roster' means a sequence of shifts arranged in the form of a recurring cycle to be normally worked by employees who work shifts;

4.13 'shift work' means work of a continuous nature which is assigned to employees on a rotational basis for which an employee becomes eligible for shift allowance as contained in the Collective Agreement and in accordance with the BCEA;

4.14 'single parent' means a parent who parents alone as a result of the absence of the other parent.

4.15 'standby' means a written instruction given to an employee where the employee must be available during off duty hours and has been placed on standby status; and

4.16 'swing shift' means an eight (8) hour shift that starts from around 15:00.

5. LEGAL FRAMEWORK

5.1 The Constitution of the Republic of South Africa, 1996

5.2 Public Service Act 1994(Act 103 of 1994)

5.3 Public Finance Management Act of 1999 as amended

5.4 Public Service Regulations, 2016

5.5 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)

5.6 Labour Relations Act, (Act No. 66 of 1995)

5.7 The Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)

5.8 Compensation for Occupational Injuries and Diseases Act, 130 of 1993

5.9 Mine Health and Safety Act, 1996 (Act No. 19 of 1996).

5.10 Code of Good Practice On the Arrangement of Working Time, GOVERNMENT GAZETTE, 13 NOVEMBER 1998 No.19453 P. 122f, No. R. 1440 13 November 1998.

6. CODE OF GOOD PRACTICE

6.1 APPLICATION

6.1.1 This code is issued in terms of section 87(l)(a) of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), (BCEA) and must be read in conjunction with the BCEA, particularly Chapter Two which governs the regulation of working time.

6.1.2 Section 7 of the BCEA requires employers to regulate the working time of each employee –

6.1.2.1 in accordance with the provisions of any Act governing occupational health and safety;

6.1.2.2 with due regard to the health and safety of employees;

6.1.2.3 with due regard to this Code of Good Practice;

6.1.2.4 with due regard to the family responsibilities of employees.

6.1.3 This code applies to all employers and employees covered by the BCEA. This Code of Good Practice is of particular significance for employees who perform shift work or regular night work and to their employers.

6.2 RELATIONSHIP TO HEALTH AND SAFETY LAWS

6.2.1 The regulation of working time is closely connected to the protection and promotion of the health and safety of employees and, in some cases, members of the public.

6.2.2 The employer may be required to take working-time schedules into account in complying with their general duties to provide and maintain a working environment that is safe and without risk to the health of employees in terms of the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), (OHSA) 85 of 1993 and the Mine Health and Safety Act, 1996 (Act No. 19 of 1996), (MHSA) and Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA).

6.2.3 Key aspects of these Acts are the following:

6.2.3.1 The employer must conduct a risk assessment. This requires that the employer identify hazards and assess the risk that they pose to the health and safety of employees. The results of the risk assessment must be recorded.

6.2.3.2 The employer must implement appropriate measures to eliminate or control hazards identified in the risk assessment.

6.2.3.3 The employer must train and supply information to employees about the risks to their health and safety and the measures taken to control such risks.

6.2.3.4 Elected worker health and safety representatives and committees are entitled to participate in the risk assessment and control of hazards.

6.2.3.5 Employees have a duty to take reasonable steps to protect their own health and safety and that of other employees.

6.2.4 The employer who engages employees to perform regular night work must ensure that these employees are informed of the health and safety hazards associated with the work that they would perform. This provision of the BCEA reiterates the obligation on employers in terms of OHSA, COIDA and MHSA.

6.3 DESIGN AND EVALUATION OF SHIFT WORK SYSTEMS

- 6.3.1** The design of shift rosters must be cognisant of the impact of these rosters on employees and their families. This information can be obtained during consultations, negotiations or by circulating individual questionnaires to employees.
- 6.3.2** The information that an employer may require on the effect of shift rosters includes –
- 6.3.2.1** the ranked preferences of employees for different shift systems (this should include factors such as rate of rotation, length of shift, extension of operating time, starting and finishing times of shifts, weekends off, off duty periods);
 - 6.3.2.2** the employee's views of the advantages and disadvantages of the existing or proposed shift system;
 - 6.3.2.3** aspects of the employee's work that could affect the determination of a suitable shift length;
 - 6.3.2.4** how an existing or proposed shift schedule affects or might affect the health and safety of employees;
 - 6.3.2.5** means, costs and availability of transport to and from the place of residence and the personal security of the employee while commuting;
 - 6.3.2.6** the childcare needs of the employees.
- 6.3.3** The information that will be required will depend on whether an employer is introducing a shift system for the first time or is re-evaluating or redesigning an existing shift system.

6.4 ARRANGEMENT OF SHIFTS

The following recommendations apply to the arrangement of shift work:

- 6.4.1** Overtime should be avoided, especially in occupations involving special hazards or heavy physical or mental strain.
- 6.4.2** The changeover from one shift to another during the working day must, where appropriate, include a brief period of overlap (between 15 and 30 minutes) of the two crews in order to pass on any information that is needed by the subsequent crew.
- 6.4.3** If appropriate and if it is possible within legal requirements, workers whose skills are interchangeable should be allowed to exchange a shift with another worker.
- 6.4.4** The shift schedule should be displayed or distributed for easy access by all workers, and should be presented in a readily understandable form.

- 6.4.5** Workers should receive reasonable notice in advance of scheduled hours of work and of any foreseeable changes to the schedule.
- 6.4.6** Arrangements should be considered to accommodate the special needs of workers such as pregnant and breast-feeding workers, workers with family responsibilities, older workers, disabled workers or workers with health problems, and also workers' personal preferences for the scheduling of their own free time.

6.5 DESIGN OF SHIFT ROSTER

The following factors should be taken into account in the design of rosters for semi-continuous and continuous shift work:

- 6.5.1** The frequency of night work, weekend work and work on public holidays should be limited as much as possible for each worker.
- 6.5.2** The frequency of shift rotation should take into account the difficulties workers may have in adapting to night work.
- 6.5.3** It is preferable that shifts be rotated in a forward direction (morning to afternoon to night), bearing in mind workers' preferences, local conditions and difficulties in scheduling a long period of rest after spells of night shifts.
- 6.5.4** Night shifts should be no longer than morning and afternoon shifts. Where long night shifts are used they should be carefully reviewed to find ways to avoid excessive fatigue. Successive long night shifts should be avoided to the extent practicable.
- 6.5.5** Rest periods for shift workers should be scheduled to fall on weekends-a certain minimum number of times during a given period, this is to say once a month.

6.6 PERFORMANCE OF SAFETY – CRITICAL TASKS

- 6.6.1** Employers should take particular care in the timing of safety-critical tasks in shift cycles and during individual shifts.
- 6.6.2** These should, to the greatest extent possible, not be undertaken at a time when the employees involved may be fatigued or have low levels of alertness.
- 6.6.3** This is of particular importance to the employer, such as operators of major hazard installations whose activities have a direct impact upon the public, and/or operators of services such as mass transportation or goods transportation.

6.7 HEALTH ASSESSMENT AND COUNSELLING

- 6.7.1** In terms of section 17(3)(b) of BCEA an employer, if requested by an employee who is performing regular night work, must make arrangements for the employee to undergo a medical examination. An employee is entitled to have such an examination at the time of commencing regular night work and thereafter at regular intervals while he or she continues to work regularly at night.
- 6.7.2** The examination should be performed by a medical practitioner or by a health professional who could refer employees to a medical practitioner in appropriate cases. This could include qualified staff employed in a workplace clinic. The cost of the examination is for the account of the employer although arrangements could be made for the cost to be covered through medical aid.
- 6.7.3** The timing of these examinations should be determined by individual or collective agreement in the light of the employee's health status, the nature of the work the employee performs and the employee's working hours.
- 6.7.4** The examination should cover –
- 6.7.4.1** any difficulties the employee may be having in adapting to night-work routines;
 - 6.7.4.2** any health problems that the employee is manifesting;
 - 6.7.4.3** any psychological, emotional and social stresses experienced by the employee, strategies that may help the employee cope with night work and educational input on the risks of shift work;
 - 6.7.4.4** insomnia and symptoms of sleep deprivation such as irritability and chronic fatigue;
 - 6.7.4.5** use of medication, the effectiveness of which depends upon circadian (daily body) rhythms;
 - 6.7.4.6** diet and use of caffeinated drinks, alcohol, sleeping pills, and cigarettes.
- 6.7.5** In certain circumstances, it may be appropriate to advise certain individuals against shift work. These circumstances include where the effectiveness of medication is fundamentally affected by circadian (daily body) rhythms, workers with gastrointestinal or cardiovascular disorders, and epileptics.
- 6.7.6** The examination should also include educational input on the health risks that may be associated with the employee's work schedule and coping strategies that may assist the employee.

6.8 WORKING ENVIRONMENT

Employers should regularly assess whether the work environment, in particular the lighting and heating, are adequate for the health, safety and physical comfort of employees, particularly night workers.

6.9 MANAGEMENT SERVICES

- 6.9.1** Employers should provide appropriate management services to employees working outside of ordinary hours. Depending on the nature of the business, some aspects of management services should be available at all times to nightshift employees.
- 6.9.2** Services that should be available at night include –
- 6.9.2.1** first aid services;
 - 6.9.2.2** qualified safety supervision;
 - 6.9.2.3** occupational health services, in particular counselling on nutrition and fatigue related-problems;
 - 6.9.2.4** emergency services in case of accidents, including transportation to hospitals.
- 6.9.3** Employers who engage employees on night work should ensure that –
- 6.9.3.1** there is adequate security for employees at the workplace;
 - 6.9.3.2** employees are able to obtain safe, affordable transportation between their places of residence and their workplace;
 - 6.9.3.3** there are adequate eating facilities;
 - 6.9.3.4** there are adequate rest rooms and change-rooms.
- 6.9.4** Administrative services should be sufficient, so that employees working nights do not have to use their off-duty time to have contact with services such as the wages or personnel department. This could be achieved by making these services available at the start or end of shifts by introducing rosters that permit employees working at night to have contact during this time.
- 6.9.5** The need for and extent of administrative services will depend on the type of shift patterns. The need will be greatest if employees are working at night for long periods or permanently; there will be less of a need if employees change rapidly from day shift to night shift.
- 6.9.6** Employees working at night should not be disadvantaged in having access to education and training.

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- 6.9.7 Collective bargaining, trade union activities and the activities of participative bodies such as workplace forums or health and safety committees should be arranged so as to allow employees who work at night to participate.
- 6.9.8 An agreement to reduce employees' meal intervals to 30 minutes in terms of section 14(5)(a) of the BCEA should not be concluded if it may have the effect of endangering the health and safety of employees.
- 6.9.9 Employers must ensure that employees receive adequate rest periods.
- 6.9.10 The number and duration of rest pauses during the shift and rotation should be adapted to the workload. Particular attention must be given to the scheduling of rest periods for employees who are engaged in-
 - 6.9.10.1 physically and mentally strenuous work;
 - 6.9.10.2 work involving manual lifting;
 - 6.9.10.3 work involving repetitive movement;
 - 6.9.10.4 monotonous work,
 - 6.9.10.5 shifts of longer than eight hours.

6.10 COPING STRATEGIES

Employers should provide appropriate and up-to-date information to employees about coping strategies, both in the workplace and at home. Strategies that will assist employees to cope with shift work and night work include –

- 6.9.11 maintaining a regular sleeping routine;
- 6.9.12 taking steps to block out noise and light for employees who have to sleep in the day;
- 6.9.13 maintaining a healthy diet;
- 6.9.14 exercise and relaxation.

7. CRITICAL ASPECTS THAT NEED TO BE CONSIDERED BEFORE IMPLEMENTATION OF DEPARTMENTAL SHIFT POLICY

The implementation of this policy is contingent upon the following:

- 7.1 Meeting all prescripts of **6.9 Management services** as per this document.
- 7.2 Reserve staff mostly stay on reserves, but the accommodation is not up to standard. So the transport clause is a challenge as it states that transport to employee's homes must be available

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(at most reserves this is not the case) – if reserve accommodation can be upgraded staff can be requested to stay on the reserve when on duty/shift work as this can assist with the transport clause, that now cannot be implemented.

7.3 According to *Rambaldi* the most favourable ratios for field rangers to protected area is 1: 833 ha. This is at all times. This translates to **3 rangers per 833 ha** if three shifts are worked. It must be noted that this ratio is **for patrolling only**. In LEDET our field rangers are also responsible for vegetation management and infrastructure management (this includes erosion control, alien vegetation control, fire management, road repair, fence repair, water provision, etc.) so this will increase the ratio significantly. **A minimum of 3 rangers for patrol and a minimum of 5 rangers for other duties**. This will be applicable to both day shifts, for night shifts the 1:833 ha ratio can be used to determine amount of rangers needed for night shift.

So let's take a reserve of 4000ha:

- Each shift needs at least 4 x Field rangers for patrol
- The two day shifts need 5 x Field rangers for other duties
- So two day shifts have 9 x Field rangers each (total of 18 per day shift)
- The night shifts have 4 x Field rangers per shift
- So for each 24 hours, 22 X Field rangers should be on duty for this reserve
- This does not take into account those that are off and on leave.

Rambaldi, Giacomo. (2000). Staffing Protected Areas: Defining Criteria Based on a Case Study of Eight Protected Areas in the Philippines. Suhay. 4. 5-9.

8. DESIGN OF SHIFT ROSTER

Team	Days 1-7	Days 8-14	Days 15-21	Days 22-28	Hours	Shifts
Team 1	Day Shift	Day Shift	Day Shift	Night Shift	168.0	Day Shift (8 Hrs) 7:00 AM-3:00 PM Swing Shift (8 Hrs) 3:00 PM-11:00 PM Night Shift (8 Hrs) 11:00 PM-7:00 AM
Team 2	Swing Shift	Swing Shift	Swing Shift	Day Shift	168.0	
Team 3	Night Shift	Night Shift	Night Shift	Swing Shift	168.0	
Team 4	Day Shift	Day Shift	Day Shift	Night Shift	168.0	
Hours	168.0	168.0	168.0	168.0	672.0	

Where possible , there should be an overlap of shifts so shift hand over can take place – this overlap should be between 15 and 30 minutes.

9. COMPENSATION OF EMPLOYEES

9.1 Night Work Compensation

Night work allowance to be calculated as follows:

- Hourly rate (annual pensionable salary \div 250 \div 8) x actual number of hours of night work on weekdays.
- Saturday 1.5 (1½) hourly rate and Sundays and Public Holidays 2 x hourly rate.

Only employees, whose working hours fall between 18:00 and 6:00 the next day, shall qualify for a night work allowance in addition to the shift allowance.

9.2 Shift Allowance

- The allowance is equal to 20% of employee's annual basic salary and is payable monthly.
- The allowance shall be increased annually in conjunction with the salary increases.

9.3 Overtime is still payable as per departmental policy and legislation.

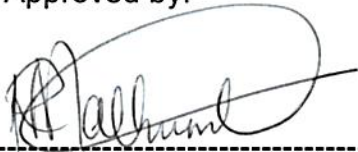
9.4 An employee placed on standby will receive a standby allowance at an hourly rate calculated as follows: (annual pensionable salary/250/8x8.50) x the number of weeks on standby.

10. ENQUIRIES

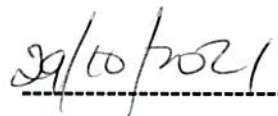
Enquiries regarding these guidelines shall be directed to the Director: State Owned Nature Reserves.

11. APPROVAL

Approved by:



HEAD OF DEPARTMENT: LEDET



DATE