



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF FACULTY OF HUMAN SCIENCES, COMMERCE AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 7
COURSE CODE: WHE721S	COURSE NAME: EMPLOYEE WELLNESS, HEALTH AND ERGONOMICS
SESSION: November 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Elaine January-Enkali Donald Hlahla
MODERATOR:	Ms Barbara Dreyer

INSTRUCTIONS
1. Answer ALL the questions 2. Write/type clearly and neatly 3. Number the answers clearly.

THIS QUESTION PAPER CONSISTS OF 7 PAGES (Including this front page)

Case Study 1 (16 Marks)

TBC has a workforce scattered over many properties, projects and states. Our workforce has diverse roles where staff can be working in the office or onsite maintaining the facilities and communities that we serve.

We knew the value in supporting worksite well-being but never had a solution that could engage staff from our dispersed sites in a seamless way. Givhero did just that. Regardless of role or location in the company, everyone could participate, and we could support their personal well-being and one of our main business objectives – social responsibility. A core priority here, is to give back to the communities in which we serve. Givhero was the only solution we found that could combine both wellness and social causes. And it was so easy for our staff to join, as well as our current community partners.

We rolled out our first wellness challenge with very little administration or hiccups. It was a huge success. Our staff were so excited about the first challenge that we implemented our second challenge before the quarter was complete!

Givhero is an innovative solution to support workplace wellness and social causes. Giving our organization another way to support our business objectives of supporting our staff, our culture and our local community partners. I recommend Givhero to any company looking to do the same!"

"Our firm has been participating in step challenges for many years and it has become increasingly more difficult to facilitate these programs as our company grows in size.

We were recording all of our steps through excel spreadsheets that were sent to one person weekly and they would have to compile all of the numbers and email out a dashboard to all of our participants. The only consistent way we knew how to track everyone's progress was through Fitbits, pedometers, and the step app on our phone so employees were limited to steps being the only form of "working out" in our challenge.

Givhero changed all of this. People signed themselves and their teams up through the app which also linked straight to their tracking devices so there was no need to enter data in manually. The Givhero app does have a function where you can insert your data manually and this let our swimmers, bikers, and weightlifters be part of our competition too! All the reports were done on the backend and this took our administrative time out of it and eliminated emails between participants.

One of our favorite parts though was as our employees reached their wellness goals they were raising money for their favorite local charities. Our company works closely with non-profits and it was amazing to reach out to 10 of our non-profit clients and tell them that we

were going to donate money to their cause as our employees hit their daily goals in this health challenge.

To top it all off, our Givhero team was extremely responsive and helpful as we implemented this new challenge. There are always hiccups when starting something new, but our Givhero team was there every step of the way and had communications with us daily. This was an awesome experience for our firm and we are so excited to use Givhero again in our future challenges!"

"We are a small business. We always wanted to have a wellness program but lack of dedicated staff and cost to implement was always a deterrent in implementing any program. Also, we were never strategic about our charitable giving.

Givhero was very easy to implement with their one-tap on-boarding process. We signed up, launched and got all employees onboard in one day. We had 100% participation and over 90% of our employees are still engaged after 8 months.

With their giving plan and budgeting feature, we can now plan our giving for the entire year. We have been supporting our local neighborhood food bank and can't express the positive feeling we get by supporting a great cause. Our staff is engaged, motivated and keep moving every day. Supporting my staff and my community, just makes *sense*."

Tim Hawkins

President and CEO

LTBD

Questions

- 1 What was the main objective of Project Givhero? (3)
- 2 What was the key to the success of the project? (4)
- 3 What incentives were built into the project? (3)
- 4 What challenges did the organisation face in trying to implement a wellness program? (3)
- 5 What made Givhero Project a success. (3)

CASE STUDY 2 (26 MARKS)**Marble miners' harsh working conditions**

News- National 2019-07-12 page no :1

HEALTH and safety hazards, wages below minimum, harsh working conditions and working without employment contracts are some of the issues that marble miners in the Erongo region continue to endure.

Despite various interventions by different government departments, the situation has persisted over the years, with employees at some quarries, mainly those run by non-English speaking Chinese, still working under difficult circumstances.

The workers, some of whom came from as far as the northern regions of Namibia to seek employment in the many marble quarries in the Erongo mountains, say they are forced to work seven days a week by drilling, cutting and loading marble for a paltry N\$1 600 basic salary a month, with no additional benefits.

A labour study conducted in 2018 indicated that a person earning this amount per month would not be able to cater for their basic needs, and would be living in poverty.

One of the quarries is the Ekungungu mine, located about 20 kilometres from Omatjete in the Daures constituency. The 20 workers at this mine, who spoke to Nampa on condition of anonymity due to fear of victimisation, revealed that they work for close to 12 hours a day. They further risk their health, as they are required to use one dust mask and a pair of gloves for at least three months. This instruction is relayed to them by their Chinese supervisors through the use of sign language as a means of communication.

"At times, three months would pass without us receiving any new masks or gloves, and they would tell us to just wash the old ones and reuse them, which is unsafe as the gloves are not durable, and dust masks are disposable," narrated one of the workers. All the workers share three prefabricated living quarters, and until recently, they have had to sleep on crude makeshift beds of pallets and planks.

"They recently welded these beds together after the [Mineworkers Union of Namibia's] visit last month. One toilet was constructed last week," the workers pointed out. They added that the

company has no transport available on site for emergency cases, and often when the need to travel arises, they have to wait for hours before a hired pickup truck arrives.

“When somebody gets sick, we are forced to walk 10 kilometres to the main road to find transport to the nearest town. When we need to buy food and other necessities on pay weekends, they drop us off at Omaruru, and expect us back on site by Sunday, while finding transport into these mountains is not easy.”

The employees, although very dissatisfied with their salaries, have given up complaining about the matter as they have been told “to just leave if they have any issues”.

“The work we do is too much for what we are earning, but we have no choice as we have nowhere to go, and have families to feed back home.”

At a neighbouring quarry, Ongeama Mine, the seven workers there work in torn gumboots, and use pieces of cloth to cover their mouths and noses as they are not provided dust masks.

The workers made their own living structures from marble cut-offs, which although steady, are not durable, especially during the rainy season.

“The tiny rooms always get flooded when it rains, leaving our belongings ruined,” they said. One of the workers confided in this reporter that he was requested to drive and operate one of the heavy vehicles, even though he does not have a driver's licence.

Contacted for comment, Ekungungu managing director, Lukas Sasamba denied the allegations, saying employees are given masks and gloves every week.

“I have a trusted community member whom I have tasked to go and inspect the workers' conditions every now and then, and unless he is not telling me the truth, he says everything is going well at the site,” Sasamba said.

Sasamba, who revealed that his last visit to the site was about four months ago, added that although he has given them the freedom to contact him, none of the employees have ever called him or spoken to the supervisor on site about any grievances. He was thus shocked to hear about the claims the workers made through Nampa.

He refused to discuss their wages, only telling this agency that the company is “busy making adjustments to make the employees' living conditions better at the site”, and that they are also busy with wage negotiations with the MUN.

MUN western regional coordinator George Ampweya condemned the working and living conditions of the workers at the quarries.

He told Nampa that there has been numerous correspondence with the companies, but very minimal changes have taken place.

“The union intends to engage relevant stakeholders to look into possibly determining a minimum wage in the marble and granite-cutting industries as these employees are exposed to extremely low wages, and little to no benefits,” Ampweya said.

Additionally, he noted that the union is faced with significant challenges of the blatant disregard and non-compliance with Namibian labour laws by these mostly Chinese-owned companies.

“We equally urge labour inspectors to partner with us in our efforts to ascertain that the minimum employment conditions are met and adhered to.”

Director of labour services in the ministry, Aune Mudjanima said the labour ministry advises bargaining unions representing employees to take up such issues with the line ministries, and that the necessary investigations will be done.

“The unions are our stakeholders, and they know where and what exactly to do when it comes to issues like these. If it is an issue of conditions of service such as salaries, benefits, then we deal with them,” said Mudjanima.

-Nampa

1. With reference to Chapter 4 of the Labour Act, which legal provisions are being infringed in the above case (6)
2. Provide any 5 duties of employers to their employees (5)
3. Provide any 5 duties of employees (5)
4. What should the government do to stop this type of negligent behavior towards employees. (5)
5. In your view is employee health, safety, ergonomics and wellness, taken seriously by Namibian companies. Motivate your answer (5)

QUESTION 2**STRUCTURED QUESTIONS**

2.1 Managing a business enterprise or public institution, many responsibilities rest heavily on the shoulder of management . In the context of wellness ,health and ergonomics, attention needs to given to **some main considerations**. Discuss these considerations in detail. (8)

2.2 It's essential for the occupational health worker to realise that there are uninsured hidden costs which are paid by the employer him/herself and are eventually felt by the company or country as a whole. Discuss any ten (10) uninsured or 'hidden costs' . (10)

2.3 There are employees (vulnerable workers) that must receive different treatment during employment. Discuss the treatment of any five (5) types of vulnerable workers.(10)

2.4 Explain the various functions of the occupational health professional in maintaining occupational hygiene. (10)

2.5 Describe the different ways in which HIV/AIDS affects the Namibian workplace. (10)

2.6 Discuss the features of successful HIV/AIDS workplace programmes (10)

TOTAL MARKS : 100

Denise 18/07/2022