

MINISTRY OF FINANCE OCCUPATIONAL SAFETY AND HEALTH POLICY



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FOREWORD

At the Ministry of Finance, we are committed to providing a safe and healthy working

environment for all our employees, regardless of their role or location. Our workforce is diverse,

with staff working in a variety of environments, including at the government bowser, security

posts, cleaning and grounds maintenance and in office settings. Our staff may face a range of

hazards, including physical, mechanical, chemical, ergonomic, and psychological risks. Each of

these roles comes with its own unique set of challenges and risks, which we are determined to

address through our Occupational Safety and Health (OSH) Policy.

Recognizing that the well-being of our employees is critical to the success of the Ministry, our

OSH efforts will be guided by continuous training to raise awareness, the provision of required

resources, and ongoing monitoring for further improvements. It is essential that all employees

are well-equipped with the knowledge and tools to work safely and comfortably, wherever their

tasks may take them. By fostering a culture of safety and health, we will ensure that our

employees can perform their roles to the best of their ability while minimizing risks to their

well-being.

I encourage all staff to familiarize themselves with this policy and actively engage in creating a

safer, healthier, and more productive work environment. Together, we can ensure that the

Ministry of Finance remains a great place to work, where the safety and well-being of our

employees are our top priority.

Ma le fa'aaloalo lava,

Saoleititi Maeva Betham Vaai

CHIEF EXECUTIVE OFFICER

1 INTRODUCTION

1.1 Background Information

The Ministry of Finance's Occupational Safety and Health (OSH) Policy is committed to ensuring the safety, health, and well-being of all employees and individuals engaged in the Ministry's operations. Given the diverse nature of work across the Ministry, the policy takes a comprehensive approach to OSH, addressing not only hazards but also other critical factors such as ergonomics, mental health, workplace security, and environmental safety.

The Ministry's workforce consists primarily of office-based roles handling financial management, policy development, and administrative functions, where ergonomic risks such as prolonged screen time, improper workstation setups, and repetitive tasks can lead to musculoskeletal issues.

Furthermore, the Ministry oversees operations beyond desk jobs, including:

- o Government Bowser Operations & Electric Vehicles Charging Station involving fuel handling, fire safety risks, and environmental hazards.
- Labour Employment and Export Program requiring oversight of worker well-being,
 fair working conditions, and travel safety for program participants.
- Cleaning and Maintenance Staff exposed to chemical hazards, physical strain, and hygiene-related risks.
- Security Personnel facing potential physical threats, long shifts, and high-alert working conditions.

As part of Samoa's national OSH priorities, the Ministry integrates Health, Safety, Security, and Environment (HSSE) guidelines into its operations, ensuring that all work areas—whether in office settings, government service operations, or field-based programs—meet the highest standards of workplace safety.

On a global scale, OSH remains a priority for organizations such as the International Labour Organization (ILO) and the World Health Organization (WHO), which emphasize workplace disease and injury prevention. Aligned with international best practices, this policy ensures that all Ministry divisions implement effective OSH programs, maintain a safe and inclusive work environment, and provide necessary support to staff exposed to occupational risks.

1.2 Objectives

The objective of this policy is to foster a safe and healthy work environment within the Ministry of Finance by:

- Maintaining a hazard-free workplace to prevent accidents, injuries, and illnesses.
- o Ensuring compliance with OSH laws, standards, and best practices.
- Enhancing OSH awareness, collective responsibility and active participation by providing adequate training, information and resources.
- o Establishing clear procedures for incident reporting and emergency response.
- Continuously assessing and improving workplace safety policies and practices to foster a culture of safety and accountability.

This policy underscores the Ministry's commitment to continually enhancing employee well-being and safety in the workplace.

1.3 Rationale

Most Ministry of Finance (MOF) employees spend a significant portion of their time in the workplace, making it essential to ensure that their work environment is as safe as possible. While offices and facilities are designed for productivity, they may still present potential hazards and risks. The perception that office environments are inherently safe can lead to complacency, yet workplace-related injuries and occupational risks persist.

The Samoa Occupational Safety and Health Act 2002 and the Samoa Occupational Safety and Health Regulations 2017 provides a comprehensive legal framework for improving workplace safety and health. All Ministry offices and facilities must adhere to these legal requirements, ensuring that the environment is both free from hazards and conducive to the well-being of staff.

1.4 Scope

This policy applies to all Staff, contractors, visitors, and any other individuals engaged in activities within MoF facilities.

2 POLICY STATEMENT

The Ministry of Finance prioritizes the health, safety, and well-being of its workforce and all individuals interacting with the workplace. We are dedicated to identifying, mitigating, and managing occupational risks while ensuring compliance with national OSH regulations and international best practices.

3 LEGISLATIVE FRAMEWORK

The development of this policy is aligned with local health and safety-related legislation, regulations, policies and strategies. MOF will ensure compliance with relevant international standards, including those set by the International Labour Organization and the World Health Organization. This alignment will be regularly reviewed and updated as part of the continuous improvement process.

3.1 General Principles

The following general principles will guide the operations of Occupational Safety and Health in the Ministry of Finance:

- Inclusive participation of the MOF management and staff in the development of initiatives that promote and improve the work environment.
- Professional advice on planning and organizing work, including the design of workplaces, and maintenance of equipment and other tools used in finance and administrative work.
- Periodic reviews of the Ministry of Finance OSH Policy to ensure relevancy at all times given on-going and emerging challenges in the workplace.

3.2 Confidentiality

Any information regarding the health or safety status of an individual MOF staff member shall be treated with the highest level of confidentiality, in line with the standards expected in any professional service delivery context.

4 ROLES AND RESPONSIBILITIES

The following outlines the roles and responsibilities within the Ministry of Finance regarding Occupational Safety and Health (OSH).

Responsible Person (s)	Responsibilities
Management	Ensure compliance with OSH policy and integrate
	health and safety measures into all operational activities.
	Provide adequate resources for implementing and maintaining OSH initiatives.
	Endorse risk assessments reports for implementation of control measures to minimize hazards.
	Promote an open-door policy for reporting safety concerns.
Employees	Adhere to all safety policies, procedures, and guidelines.
	Report workplace hazards, incidents, or near misses immediately.
	Participate in OSH training and awareness programs.
	Utilize personal protective equipment (PPE) as required.
MOF OSH Committee (chair by Deputy CEO Operations, members include ACEO CSSD & focal	Monitor and review workplace safety standards.
points from all divisions)	Conduct workplace inspections and risk assessments.
	Provide recommendations for improving OSH practices.
	Investigate workplace incidents and recommend preventive measures.

5 OSH HAZARD CLASSIFICATION AND MITIGATION

A hazard is any condition or situation that can cause harm, illness, or injury to workers. These risks may cause immediate or long-term health problems. Some issues may not show symptoms right away, such as hearing loss from loud noise, or musculoskeletal problems from physical strain. Below are six types of hazards that employees may encounter:

5.1.1 Biological Hazards

Biological hazards refer to harmful organisms like bacteria, viruses, or fungi that can pose a risk to workers. These can be found in environments such as public offices or fieldwork, where employees may be exposed to health risks from interacting with the public or other environments

5.1.2 Chemical Hazards

Chemical hazards include harmful substances like cleaning agents, solvents, or fuels. Employees in various roles, especially those working with chemicals or in outdoor settings, must use protective equipment to avoid harmful exposure.

5.1.3 Physical Hazards

Physical hazards include things like extreme temperatures, noise, and vibrations. Employees working outdoors or in areas with heavy machinery or noise (e.g., construction sites) may be at risk. Proper safety measures are important to protect workers from these dangers.

5.1.4 Ergonomic Hazards

Ergonomic hazards arise from uncomfortable work conditions, such as long hours at a desk, repetitive tasks, or heavy lifting. These can cause injuries to muscles and joints. Employees should be trained on safe lifting techniques, and workstations should be set up to minimize strain.

5.1.5 Mechanical Hazards

Mechanical hazards occur when equipment is not properly maintained, leading to accidents or injuries. This can include slips, trips, falls, or injuries from faulty machinery or sharp tools. Regular checks and safe equipment handling are essential.

5.1.6 Psychosocial Hazards

Psychosocial hazards relate to mental health risks such as stress, workplace conflict, or violence and harassment. Staff may experience stress from tight deadlines, high workloads, or challenging interactions with clients. Encouraging a supportive work environment and managing stress are key to reducing these risks.

6 WORKPLACE SAFETY MEASURES

6.1 Minimum OSH Package for Facilities at all Levels

The Ministry recommends implementing OSH through inclusive, participatory programs that involve all staff levels and roles. The minimum support package follows the hierarchy of controls, which prioritizes addressing hazards at their source. For risks rated as high, immediate steps must be taken to reduce the potential for injury.

It is recommended that the following minimum packages be applied across all offices

Areas of	Occupation	Potential Hazard/Risk	Minimum Recommended
Services	Occupation		Package for Risk
			Mitigation
General Staff	These staff delivers the core services of MOF	The risk of non-compliance with regulations, particularly national OSH-related legislations, regulations, policies, and strategies. Processes, products, and wastes expose staff to related risks, including trips, falls, equipment hazards, infections from sick staff, radiation exposure, and workplace violence.	Standard Operating Procedures (SOPs) on general housekeeping and OSH issues. Regular OSH and First Aid Training programs for staff in case of internal emergencies like staff fainting. Access to personal protective equipment (PPE). Comprehensive emergency procedures and drills. Medical and health screenings for staff by NKF or other relevant Health agencies.
Bowser	Staff operating fuel tankers or similar equipment	Exposure to hazardous materials (fuel spills, chemical burns), risk of fire, vehicle accidents, and physical injuries from heavy loads lifting. Smelling of fuel risks, may include dizziness, headaches and nausea. If very severe, may cause permanent organ damage, coma or death.	Personal protective equipment, including flame-resistant clothing, gloves, goggles and masks, safety shoes. Clear signage for safety zones and no-smoking policies. Spill containment kits, first aid kits and fire extinguishers available at all times. Regular safety drills for emergency response, including fire evacuation, evacuation plan fire warden drills Routine vehicle inspections and maintenance to ensure safe operation. Training on safe handling and emergency procedures for hazardous materials.
E-charging	Staff operating	Risk of electrical shock,	Electrical safety training and

stations	electric vehicle (EV) charging stations	burns from hot equipment, equipment malfunction, and physical injuries from repetitive tasks or lifting heavy equipment.	first aid training for all staff. Use of proper PPE, including insulated gloves and footwear. Regular maintenance and inspection of charging equipment to prevent malfunctions. Clear signage around charging areas to prevent unauthorized access and minimize accidents. Staff training on safe lifting techniques to handle heavy equipment.
Cleaners	Janitorial and maintenance staff	Exposure to harmful cleaning chemicals, risk of slips, falls, musculoskeletal injuries from lifting, and electrical hazards.	Safety training on handling chemicals and safe lifting techniques. Access to non-toxic cleaning agents. PPE such as gloves, masks, and non-slip footwear. Proper donning and doffing techniques Proper storage and importance of labelling cleaning chemicals and the usage of caution signs for storage area. (Guideline on Managing Hazardous Substances in the workplace) Well-maintained equipment to prevent injuries.
Laborers	Manual or field labourers	Exposure to heavy machinery, physical injuries, ergonomic issues, and environmental hazards (e.g. extreme weather conditions).	Ergonomics training to reduce strain and injury. Safety harnesses and equipment for working at heights. Access to hydration and breaks in extreme weather conditions. On-site first aid kits and trained personnel.
Administrative Staff	Clerks, Assistants, and Officers	Ergonomic risks from prolonged sitting, repetitive strain injuries, and mental stress from workload.	Ergonomic workstations with adjustable chairs and desks. Mental health support programs and workload management.
IT Staff	IT technicians, system administrators	Electrical hazards, eye strain, and potential exposure to ergonomic risks (long hours at computers).	Organized wiring systems to avoid risks of tripping or falls. Regular eye care programs and ergonomic assessments. Electrical safety training and

			PPE for handling electrical equipment. Clean workstations and proper ventilation.
Phone Operators /Counter staff	Staff answering calls, managing telecommunication systems, and serving the public at counters	Mental stress from high call volumes or demanding public interactions, hearing damage from loud phone systems, and physical assaults or harassment when dealing with the public.	Mental health support programs and stress management workshops. Training in conflict resolution and de-escalation techniques to handle difficult public interactions.
Records Management / Assets Teams	Staff handling physical and electronic records, and managing asset	Musculoskeletal injuries from lifting heavy boxes of files or assets, eye strain from prolonged screen use, mental fatigue from repetitive tasks, exposure to paper dust or allergens, and financial/accuracy risks related to asset disposal and write-offs.	Use of trolleys or carts for transporting heavy files and assets. Ergonomic setups for workstations, including adjustable desks and monitor stands to reduce eye strain. Proper storage solutions for files and assets to prevent physical injury. Regular cleaning and maintenance of storage areas to prevent dust buildup. Clear asset disposal procedures and regular audits to ensure compliance with financial protocols and to reduce the risk of areas and during write offer.
Drivers	Staff driving vehicles, including overtime, long-distance travel at night, and daily transport of staff	Fatigue from long hours, sleep deprivation from night shifts, vehicle accidents due to far distances or adverse weather conditions, musculoskeletal injuries from long periods of sitting or poor posture, and mental stress from high responsibility and managing passenger safety.	of errors during write-offs. Training on defensive driving and road safety protocols. Regular vehicle maintenance to ensure roadworthiness and safety. Ergonomic seating and adjustments to reduce musculoskeletal strain. GPS tracking systems for monitoring routes and ensuring staff safety. Clear emergency procedures and communication tools in case of incidents. Adequate lighting and vehicle safety features (e.g. night vision, backup cameras) for night driving.

6.2 Emergency Preparedness and Response

- o Emergency response training will be conducted annually.
- All work areas and facilities will be equipped with fire extinguishers, first-aid kits, and other necessary emergency tools. Regular checks will be carried out to ensure functionality.

6.3 Workplace Design and Environment

All facilities under the Ministry of Finance's mandate should be designed in compliance with the Samoa National Building Code 2017 and other relevant national regulations.

Office spaces should include adequate space for movement, ergonomically appropriate furniture, and clear paths for emergency evacuation. Clear and concise signage for emergencies must be in place. Facilities must also be accessible to all individuals, including those with disabilities. This includes the provision of ramps, elevators, and accessible restroom facilities.

Each workstation should be ergonomically designed to minimize strain and prevent injury. Workstations should include adjustable desks and chairs, adequate lighting, and proper computer setups.

The following general requirements should be observed as a minimum:

- o **Cleanliness:** All facilities must be kept in a hygienic state.
- Overcrowding: Areas should be designed to avoid overcrowding, reducing the risk of illness transmission through physical contact or airborne exposure.
- Ventilation: Workstations must ensure proper air circulation with adequate ventilation, such as cross-ventilation and airflow systems.
- **Floors**: Floors should be slip-resistant and easy to clean and maintain for safety and hygiene purposes.
- Sanitary Convenience: Adequate sanitary facilities should be provided for all genders, with proper lighting and handwashing areas equipped with running water, soap/detergent and handtowels.
- **Fire Prevention:** All floors and offices must be equipped with appropriate firefighting appliances and clearly marked escape routes in case of a fire.
- Access to drinking water: An adequate and accessible supply of drinking water must
 be provided to support the health and well-being of all employees

6.3.1 Plants in the Workplace

The inclusion of pot plants in office spaces can improve the work environment but should be managed carefully to avoid potential hazards:

- Pot Plants should be placed in areas that do not obstruct walkways or create trip
 hazards. They should be positioned away from emergency exits or any areas that could
 hinder safe movement in the event of an evacuation.
- Regular maintenance is essential to avoid over-watering, mold growth, or pest infestations, which could lead to health hazards or slips and falls.
- Only non-toxic plants should be used in office spaces to prevent harm, particularly for staff with allergies or those who may have pets at home.
- Care should be taken when watering plants to prevent water spills that could create slippery surfaces on floors.

6.3.2 Workflow

Facilities should be designed or redesigned to ensure a one-way flow of movement for individuals for clarity while minimizing cross-traffic in workspaces and other areas.

OSH committee should be involved in the design phase to:

- o Assess and approve the workspace flow of personnel across Ministry facilities.
- Ensure the flow is safe and efficient in offices, government buildings, records warehouse, conference centre and other areas (e.g., bowser, storage units).

Use signage to:

 Guide employees to critical areas such as emergency exits, fire extinguishers, first aid kits, and safety zones.

6.3.3 Equipment

- Ensure that appropriate safety equipment is available and placed in easily accessible areas (e.g., fire extinguishers, first aid kits, safety showers).
- Ensure all equipment (furniture, tools, machines) is regularly maintained and inspected to ensure proper functionality and avoid safety hazards.
- Provide ergonomic chairs and computer setups to promote healthy posture and reduce the risk of strain or repetitive injuries.

6.4 Workplace Safety Measures

- o Conduct regular risk assessments and workplace safety audits.
- o Prepare emergency preparedness plans, including fire drills and evacuation procedures.
- Conduct proper maintenance and inspection of workplace equipment and facilities.
- o Provide ergonomically designed workspaces to reduce strain-related injuries.
- Established clearly defined procedures for hazard reporting and risk mitigation.
- Ensure availability of adequate supplies of first aid appliances and medical assistance for emergencies.

6.5 OSH Training and Awareness

Ongoing OSH training programs will be provided to all staff. Training will cover topics such as:

- Hazard identification and risk management.
- o Emergency procedures and response.
- o Proper use of personal protective equipment (PPE).
- o Mental health and well-being in the workplace.
- o First Aid Training
- Fire Extinguisher training

Awareness campaigns will be conducted to:

- Reinforce safe work practices.
- o Raise awareness of emerging risks and hazards.
- o Inform employees of their OSH rights and responsibilities.

6.6 Incident Reporting and Investigation

- o Mandatory reporting of all workplace incidents, injuries, and near-misses.
- o Thorough investigation of incidents to identify root causes and corrective actions.
- Maintenance of incident records to track trends and improve safety measures.

6.7 Policy Review and Continuous Improvement

This policy will be reviewed annually or as necessary to ensure continued effectiveness, legal compliance, and alignment with evolving safety standards. Feedback from employees and stakeholders will be incorporated for continuous improvement.

7 RISK ASSESSMENT, EVALUATION AND MANAGEMENT

7.1 Risk Management

Risk refers to the likelihood of an adverse effect occurring due to a substance or situation impacting people or the environment, combined with the severity of the consequences (Samoa Occupational Safety and Health Act 2002). The goal of risk management is to reduce and mitigate the risks to acceptable levels. This process includes hazard identification, risk assessment, and risk control.

7.2 Hazard identification

The following approach is recommended

- Inspect the workplace using a workplace inspection checklist and conduct a walkthrough survey.
- o Review accident, incident, and ill-health records.
- Ask employees about the hazards they encounter.
- Follow the Ministry's safety instructions and safety data sheets, identifying who might be harmed and how (with special attention to young workers, individuals with disabilities, inexperienced workers, and lone workers).
- o Develop a hazard/risk register.

7.3 Risk Assessment

Risk assessment is the process of evaluating potential risks and determining their acceptability. The following guidelines are recommended.

When should risk assessments be conducted?

- Annually during the last quarter of the financial year
- When new staff, equipment, or methods are introduced
- o After any accident, incident, or near miss.
- When disposing of equipment.

How should risk assessments be carried out?

- Use risk assessment tools.
- o Identify gaps in safety.
- Determine the severity and likelihood of risks (high, moderate, or low)
- Develop mitigation plans and allocate necessary resources.

Who should conduct the risk assessment?

 Ministry of Finance OSH Focal Points will complete the risk assessments under the leadership of the ACEO Corporate Services Division (secretariat of MOF OSH Committee) with final review by the Deputy CEO Operations (as chair of MOF OSH committee) prior to final endorsement by the Management

7.4 Risk Control

Once a risk is identified, determine its nature, severity, and frequency. Recommended methods to mitigate the risks include

- Eliminate or substitute the hazard.
- Isolate the hazard.
- Use engineering or administrative controls, if necessary.
- o Use personal protective equipment (PPE), where required

7.5 Health and Well Being Programs

In addition to physical safety, the Ministry will implement programs to support the mental health and overall well-being of employees. These programs may include:

- Mental health awareness workshops.
- Wellness initiatives such as exercise programs (walkathons, yoga, etc) and mindset sessions (ted talks, etc)

8 REPORTING AND DOCUMENTATION

OSH focal points shall establish and maintain records of OSH events in each facility. These records shall include the following:

- i Accident reporting and follow up documentation
- ii Dangerous occurrences
- iii Incidents and near misses and
- iv Occupational diseases.

8.1 Accident Reporting

Each division via the OSH focal point shall record the incidents. The facility shall determine the underlying OSH deficiencies and other contributing factors related to the occurrence of incidents. The report must be conducted in a timely manner and referred to Deputy CEO Operations via the ACEO CSSD. The results of incident investigations shall be documented and maintained. Incident and accident reports shall be reviewed on a monthly basis by the MOF OSH Committee and referred to Management for information or decision making in the event of high-risk events.

8.2 Dangerous Occurrences

MOF staff shall report any dangerous occurrences within the work area. The MOF OSH Committee secretariat (CSSD) shall maintain a register for such occurrences. These occurrences shall be thoroughly investigated, and corrective actions shall be taken.

8.3 Incidents/Near Misses

Staff members are required to report any incidents or near misses within the work area. The MOF OSH Committee secretariat (CSSD) shall maintain a register of incidents and near misses. Each occurrence will be investigated, and appropriate actions will be taken.

8.4 Notifiable Diseases

All occupational diseases must be reported. Every facility shall adopt reporting guidelines developed and adopted for occupational diseases. The MOF OSH Committee secretariat (CSSD) s shall maintain a register for reported occupational disease.

8.5 Regular OSH Audits and Inspections

OSH audits and inspections will be carried out six monthly both internally and with the help of external agencies.

Any hazards identified during audits will be documented, and corrective actions will be implemented promptly. Follow-up audits will ensure that the corrective measures have been effective.

9 COMPLIANCE AND ENFORCEMENT

To ensure compliance to the safety and health policy and adherence to MOF OSH Policy, the Corporate Services Division serve as the secretariat to the MOF OSH Committee.

9.1 Tools of Compliance

The following tools shall be used to ensure compliance at the facility level:

- The MOF OSH Committee will ensure OSH inspections are conducted for all facilities using an inspection checklist every six months.
- Each facility will develop an action plan to address identified OSH gaps, including timelines and responsible persons for resolving each gap.
- Every facility will submit a six-monthly OSH report to the MOF OSH Committee
 Secretariat via the Focal Points, who will compile a consolidated OSH inspection/audit
 report for submission to the MOF OSH Committee and subsequently to the MOF
 Management.

9.2 Disciplinary Action

The Corporate Services Division shall integrate OSH responsibilities into all job descriptions and annual performance plans and contracts to ensure adherence to the Ministry's OSH Policy. Failure to comply with this OSH policy may result in disciplinary measures, including but not limited to mandatory training, formal warnings, or other appropriate actions.

10 MONITORING AND EVALUATION

10.1 OSH Services Implementation

The Corporate Services Division will be responsible for leading and facilitating the implementation of Occupational Safety and Health (OSH) measures across all MOF facilities, under the leadership of the Deputy CEO Operations.

10.2 OSH Review and Update

The review of the implementation of Occupational Safety and Health (OSH) services will be the responsibility of the MOF OSH Policy Committee with oversight by the MOF Management. The review will be conducted through the following mechanisms:

- a) Occupational Safety and Health Progress Reports (inspection/audit reports)
- b) MOF Annual Report (preparation)
- c) MOF Corporate Plan (review)

11 COMPENSATION

The Ministry of Finance's Occupational Safety and Health objectives are focused on safeguarding employees from OSH hazards. Acknowledging that certain roles may involve exposure to highrisk duties, such as physical, environmental, or operational hazards, the Ministry ensures that both permanent and contracted staff who face these risks are appropriately compensated. This compensation may include risk allowances, hazard pay, or special duty allowances, depending on the severity and nature of the hazards involved. The compensation structure is designed to reflect the specific risks encountered in each role, ensuring that employees are fairly compensated for their contributions to maintaining safety and well-being within the Ministry and the wider community.

The table below outlines the level of risks associated with various areas of work within the Ministry, along with the corresponding compensation structure:

Staff Type	Risk Level	Description of Risk	Recommended Compensation
General Staff	Low	Office-based work with minimal exposure to physical or environmental hazards.	No compensation or standard allowances.
Bowser & E-charging stations	High	Risk of exposure to chemicals, fuel vapours, and working with machinery.	Hazard allowance (for chemical and machinery risk).
Cleaners/Labourers	High	Exposure to cleaning chemicals, lifting heavy objects, and environmental hazards in various areas.	Hazard allowance (for chemical exposure and physical labor)
Securities Staff	High	Risk of physical harm due to dealing with potentially violent or disruptive individuals.	Risk allowance (for safety and potential harm).
Phone Operators /Counter staff	Moderate	Exposure to physical strain from prolonged sitting, repetitive strain injuries, and occasional stress from public interaction.	No compensation or standard allowances.
Records Management / Assets Teams	Moderate		No compensation or standard allowances.
Driver	High	Risk of accidents, fatigue from long hours, and exposure to environmental hazards while driving.	No compensation But a proper schedule will be in place to service staff during emergencies, Public Accounts and budget preparation times