



national regulator for
compulsory specifications

Living Our Mandate: The NRCS Way

Culture in service of safety, trust and a
modern South Africa

Culture at the NRCS is not a soft idea.

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Introduction

It shapes how we regulate, how we make decisions, how we serve the public and how we protect South Africans. As a public entity implementing government policy under the dtic, the NRCS carries serious responsibility. Our work affects people's safety, industries and public trust in the state.

Culture is how that responsibility shows up:

- When decisions are difficult
- When pressure is high
- When no one is watching

This Culture Playbook exists to ensure that the way we work always reflects the reason we exist.



Our Strategic Focus

Culture Aligned to the Annual Performance Plan (APP)

The NRCS Annual Performance Plan (2025/26) supports three national priorities:

- Decarbonisation
- Diversification
- Digitisation and digitalisation

As the regulator of safety-critical products, our responsibility is to:

- Enforce compulsory specifications and technical regulations
- Stop non-compliant products from entering the market
- Protect public health, safety and the environment
- Reduce unnecessary red tape while maintaining strong enforcement
- Support local manufacturing and fair trade

Our culture enables us to carry out this responsibility effectively, ethically and consistently.



Our Cultural Aspiration: Who We Are Becoming

We are positioning the NRCS as a leading authority in technical regulation, trusted by the public, industry and government. This requires a culture that is:

- Ethical and courageous
- Customer-centred without compromising enforcement
- Professional, accountable and consistent
- Innovative and digitally minded
- Collaborative



NRCS Core Values

ICAPIC: The Values That Define How We Work



✓ Integrity (Our Foundation)

Definition: *Do the right thing, even when no one is watching.*

At the NRCS, Integrity means:

- Honesty in decision-making and reporting
- Ethical use of authority and resources
- Zero tolerance for misconduct
- Courage to speak the truth respectfully
- Walk the talk

If integrity is missing, regulation loses legitimacy.

✓ Professionalism (Our Conduct)

Definition: *Conduct ourselves in a manner that upholds the credibility of the NRCS.* At the NRCS, Professionalism means:

- Appropriate conduct and appearance
- Respectful communication internally and externally
- Preparedness and discipline in meetings and decision-making
- Pride in representing the organisation and our clients

Visible professionalism builds stakeholder confidence and public trust.

✓ Customer Service (Our Commitment)

Definition: *Serve the public, industry and internal stakeholders with dignity, respect and a commitment to exceeding expectations.* At the NRCS, Customer Service means:

- Recognising that regulation affects all our stakeholders
- Communicating clearly and respectfully
- Being firm, fair and consistent
- Balancing enforcement with education

Customer service is not a weakness. It is the foundation on which trust in regulation is built.

✓ Innovation (Digital Mindset)

Definition: *Continuously improving on how we work to deliver on our mandate more effectively.* At the NRCS, Innovation means:

- Challenging outdated processes
- Embracing digital tools where possible
- Simplifying without compromising safety
- Encouraging ideas and problem-solving

Innovation is essential not optional for maintaining relevance and propelling the organisation to new heights.

✓ Accountability (Ownership)

Definition: *Take ownership of sound, fair decisions, actions, and outcomes that serve the best interests of the organisation and the public.* At the NRCS, Accountability means:

- Owning up to decisions, even in acting roles
- Following through on commitments
- Consequence management for non-compliance
- Ethical and high-performance behaviours

Where accountability is absent, morale and performance decline.

✓ Collaboration (Working as One)

Definition: *Working together across functions to achieve shared outcomes.* At the NRCS, Collaboration means:

- Information sharing
- Mutual respect across divisions
- Planning together, not in isolation

Focusing on organisational success, not individual turf



NRCS Culture Framework

Leadership

Leaders model the culture.
What they tolerate becomes the standard.

Accountability & Trust

Values require consequences.
Fairness builds trust.

Embedding Culture

Culture must show up in:
Onboarding | Performance | Development | Communication | Recognition

Commitment

Every decision shapes our culture.
Every behaviour builds or erodes trust



More Than Work, It's Impact

“What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others.”

Nelson Mandela



ICAPIC captures the values that guide how we work, lead and serve.

