

Lecture 12 – Safety Management Systems

Student Notes

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1. Introduction

Understanding the creation and functioning of organisational structures is a critical aspect for health and safety practitioners. Their role often requires addressing organisational needs in ways that are not only effective but also culturally and structurally acceptable within the existing systems of power and influence. While the practitioner may aim to influence behaviour and attitudes, such changes often need to be introduced subtly to avoid unnecessary disruption to daily operations or alienation of staff.

As discussed in previous topics, organisations are influenced by numerous internal and external factors, including:

Internal Factors:

- Financial demands;
- Production needs and targets;
- Employees' needs and aspirations (e.g., trade unions);
- The physical working environment.

External Factors:

- Legislation, government policies, and evolving best practice standards;
- Local regulatory enforcement policies;
- Contractors and suppliers;
- Insurers and financial controllers (e.g., banks and investors);
- Public opinion, both local and national.

Health and safety professionals must account for these influences, especially when persuading management to adopt a particular policy or course of action.

Recommendations made without considering current internal and external factors may prove impractical, irrelevant, or even unlawful. However, these influences can sometimes be leveraged to bolster initiatives and drive improvements. For instance, the introduction of new legislation can serve as a persuasive tool to encourage managers to upgrade specific standards.

The structure of an organisation, particularly its reporting lines and hierarchical framework, significantly impacts the effectiveness of health and safety management. As mandated by law, employers have a duty to safeguard the health, safety, and welfare of their employees, a responsibility that permeates all management levels and ultimately rests with those at the top.

Organisational structures, particularly in medium to large enterprises, can vary greatly. In some cases, managerial roles and reporting lines are clear and precise; in others, they are ambiguous, leading to confusion about roles and responsibilities. Such ambiguity often hampers effective health and safety management. Conversely, smaller organisations typically have flatter structures with minimal layers, which, in theory, should provide a direct link between those with ultimate responsibility and the workforce. However, this clarity may not always translate into effective practice if the individuals at the top—often the business owner—are unaware of or disregard their legal obligations.

A health and safety professional's success in implementing change often hinges on their ability to navigate these structural complexities while fostering a culture of accountability and continuous improvement.

1.1 Determining Factors

The effectiveness of a health and safety management system within an organisation is shaped by several critical factors. These include:

Lack of Definition

A key barrier to an effective system is the absence of clarity regarding its purpose and functioning. Individuals in both strategic and operational roles may not fully comprehend how the system is designed to operate. This lack of understanding can result in partial or non-implementation of essential elements, particularly those requiring rigorous management oversight to enforce adherence to policies and procedures. Consequently, this creates a leadership void, leaving the system without clear direction or focus.

Organisational Factors

The structure and internal layering of an organisation significantly influence policy development, decision-making, and the management of daily operations. When roles and responsibilities are poorly defined, particularly at the managerial and supervisory levels, it leads to confusion, inefficiency, and an overall lack of accountability. This ambiguity can undermine not only the implementation of health and safety systems but also the culture required to support them.

Insights from Mullins on Organisational Structure

According to Mullins, an effective organisational structure is one that provides clarity, facilitates communication, and ensures accountability at all levels. Mullins emphasises the importance of:

- 1. Clear Lines of Authority and Responsibility:**

An organisation's hierarchy must delineate who is responsible for what, ensuring that each level of management and supervision understands their role in achieving health and safety objectives. Ambiguity in these roles leads to gaps in implementation and monitoring.

- 2. Effective Communication Channels:**

A robust structure supports clear and efficient communication, both vertically and horizontally. This ensures that policies, procedures, and expectations regarding health and safety are understood and acted upon by all employees.

- 3. Flexibility and Adaptability:**

An organisation must remain adaptable to internal and external changes, such as regulatory updates or shifts in industry standards. Structures that are rigid or overly hierarchical may struggle to accommodate such changes, weakening the health and safety management system.

4. Cultural Alignment:

The organisational structure should align with and support the desired health and safety culture. For example, a structure that fosters collaboration and participation is more likely to encourage proactive health and safety behaviours among employees.

Application to Your Organisation

Reflecting on your own organisation—or one you are familiar with—consider how the factors outlined by Mullins manifest in practice. For example:

- Are reporting lines and responsibilities clearly defined?
- Do communication channels enable the timely dissemination of health and safety information?
- Does the structure support adaptability to new legislation or industry best practices?
- How does the structure influence the organisation's health and safety culture?

Identify any structural conflicts that might hinder the effectiveness of the health and safety management system. Consider how these conflicts impact the organisation's culture, particularly in fostering accountability, communication, and engagement with health and safety practices. Addressing these issues in alignment with Mullins' principles can help create a system that is not only effective but also integral to the organisation's broader operational success.

1.2 Health and Safety Management Models

Health and safety management systems provide a structured framework for organisations to ensure a safe working environment and comply with legal and regulatory requirements. Over the years, numerous safety management models have been developed, some of which have their origins in the UK, including **HSG65**, **BS 8800**, and **OHSAS 18001**. Notably, **ISO 45001**, introduced in March 2018, replaced **OHSAS 18001:2007**, becoming the benchmark for occupational health and safety management systems.

Other models, such as the **International Labour Organization's ILO-OSH 2001**, and frameworks from countries like the US, have evolved their own variants. Despite some differences in presentation, these models share commonalities in their core content, reflecting the universality of fundamental health and safety principles. Organisations may also opt to develop bespoke management systems tailored to their specific needs, though these often draw upon the same foundational elements present in established models.

Key Health and Safety Management Models

1. ISO 45001 – Occupational Health and Safety Management Systems

ISO 45001, developed by the International Organization for Standardization (ISO), is the first global standard for occupational health and safety. It is designed to integrate seamlessly with other ISO management systems, such as:

- **ISO 9001** for quality management.
- **ISO 14001** for environmental management.

The standard follows the same **High-Level Structure (HLS)** as other ISO standards, ensuring compatibility and integration within broader organisational management frameworks. It also adopts the **Plan-Do-Check-Act (PDCA)** model of continual improvement, which is central to ISO 9001 and ISO 14001. This ensures a systematic approach to identifying, managing, and reducing risks, while fostering a culture of continuous improvement.

ISO 45001 is applicable to organisations of any size, industry, or nature, making it a versatile standard for enhancing workplace safety globally.

2. HSG65 – Managing for Health and Safety

HSG65, developed by the UK's Health and Safety Executive (HSE), is a guidance document that outlines a framework for managing health and safety effectively. It is structured around a cyclical model:

- **Plan:** Setting the direction for health and safety management.
- **Do:** Implementing plans and ensuring staff are competent and informed.

- **Check:** Monitoring performance and reviewing processes.
- **Act:** Acting on lessons learned to improve health and safety practices.

While HSG65 is not a formal certification standard, its principles align closely with those of ISO 45001, making it a valuable reference for organisations developing their health and safety systems.

3. **ILO-OSH 2001 – Guidelines on Occupational Safety and Health Management Systems**

Published by the International Labour Organization (ILO), ILO-OSH 2001 provides a framework for establishing and implementing occupational health and safety management systems. It is particularly influential in developing countries and emphasises the integration of health and safety into broader organisational practices. Its key principles include:

- Worker participation in health and safety initiatives.
- Continuous improvement through a structured approach.
- Risk management as a core focus.

4. **Bespoke Management Systems**

Organisations may develop tailored systems to address unique operational needs or align with specific industry standards. While these bespoke systems offer flexibility, they often incorporate elements of established frameworks such as risk assessment, employee involvement, and compliance monitoring.

Core Elements of Health and Safety Management Models

Despite the variety of models available, their core elements are remarkably consistent. This uniformity reflects the limited number of effective approaches to managing occupational health and safety. Common elements include:

- **Leadership Commitment:** Senior management must demonstrate leadership and commitment to health and safety.
- **Hazard Identification and Risk Assessment:** Proactive identification of hazards and assessment of associated risks.
- **Employee Participation:** Engagement of employees at all levels in health and safety initiatives.
- **Training and Competence:** Ensuring employees have the necessary skills and knowledge to perform their roles safely.
- **Performance Monitoring and Review:** Regularly evaluating the system's effectiveness and making necessary adjustments.

- **Continual Improvement:** A commitment to refining and enhancing the system over time.

The Importance of ISO 45001

ISO 45001 stands out as a comprehensive, globally recognised standard that integrates health and safety management into an organisation's overall strategy. Its compatibility with other ISO standards enhances its utility for organisations already adhering to ISO 9001 or ISO 14001. By adopting ISO 45001, organisations can not only ensure compliance but also foster a proactive safety culture, reduce workplace risks, and improve overall operational efficiency.

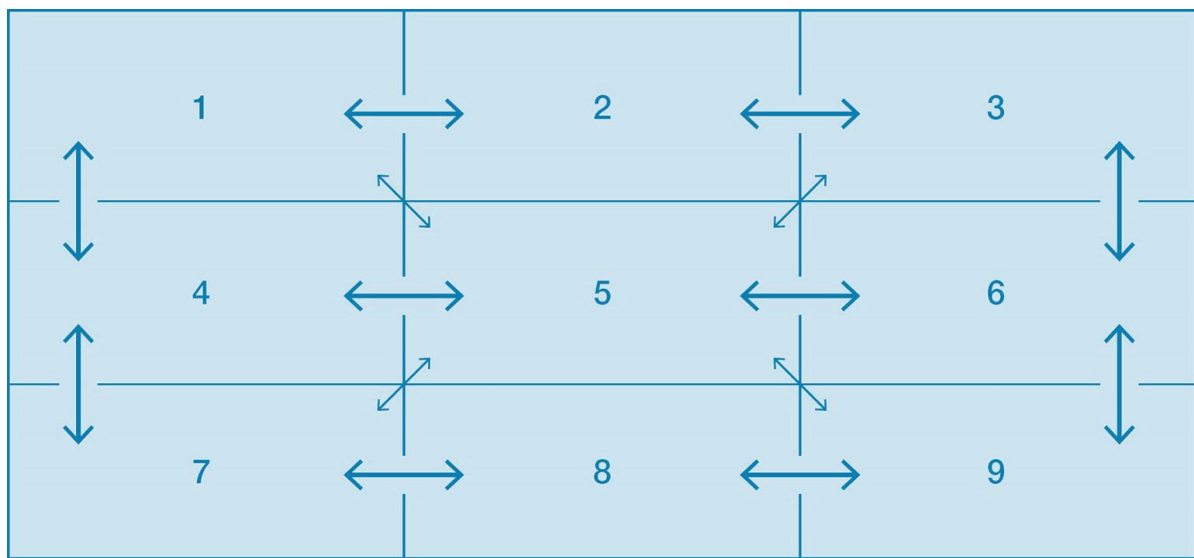
Conclusion

Health and safety management models provide the blueprint for achieving safer workplaces and meeting regulatory requirements. While their presentation and scope may vary, their underlying principles remain consistent. Organisations should evaluate their needs and choose a model—be it ISO 45001, HSG65, ILO-OSH 2001, or a bespoke system—that aligns with their goals and operational realities, ensuring a robust and effective approach to occupational health and safety.

1.3 HSG65 ‘Successful Health and Safety Management’

The **Health and Safety Executive’s (HSE)** guidance document **HSG65**, titled *Successful Health and Safety Management*, has long been a cornerstone of effective safety management systems in the UK. First published in 1991 under the title **HS(G)65**, this framework was developed to help organisations maintain and improve their internal standards through a structured and practical approach. The guidance underwent a revision in 1997, with the nomenclature simplified to **HSG65**, reflecting its ongoing evolution.

The diagram in **Figure 1** represents the **original nine elements** of the model as introduced in the 1991 edition. Despite its age, this framework remains highly relevant for health and safety practitioners worldwide, providing a robust foundation for managing workplace health and safety.



- 1 Management leadership and commitment
- 2 Organisational communications and system documentation
- 3 Assessments, audits and continuous improvement
- 4 Hazard recognition, evaluation and control
- 5 Workplace design and engineering
- 6 Operational safety and health programs
- 7 Employee involvement
- 8 Motivation, behaviour and attitudes
- 9 Training

Figure1

The Nine Elements of HSG65

The nine elements in the HSG65 framework are interconnected, emphasising a holistic approach to health and safety management. These elements are:

1. Management Leadership and Commitment

Effective leadership at all levels is crucial for fostering a culture that prioritises health and safety. Senior management must set the tone, allocate resources, and demonstrate genuine commitment to health and safety objectives.

2. Organisational Communications and System Documentation

Clear communication channels and comprehensive documentation are essential for ensuring that health and safety policies, procedures, and responsibilities are understood and consistently implemented.

3. Assessments, Audits, and Continuous Improvement

Regular assessments and audits enable organisations to monitor performance, identify gaps, and drive continual improvement in health and safety practices.

4. Hazard Recognition, Evaluation, and Control

Identifying workplace hazards, assessing associated risks, and implementing effective controls are fundamental to preventing accidents and injuries.

5. Workplace Design and Engineering

Safe workplace design and engineering solutions help eliminate risks at the source, enhancing both safety and productivity.

6. Operational Safety and Health Programmes

These programmes encompass the day-to-day activities and initiatives aimed at maintaining safety, such as inspections, incident reporting, and emergency preparedness.

7. Employee Involvement

Engaging employees at all levels fosters a shared responsibility for health and safety. Workers who are actively involved are more likely to adopt safe behaviours and contribute to a positive safety culture.

8. Motivation, Behaviour, and Attitudes

Cultivating a workforce with a strong safety mindset is critical. Encouraging positive attitudes and behaviours through training, recognition, and leadership support reinforces safe practices.

9. Training

Continuous training ensures that employees are competent, knowledgeable, and prepared to handle health and safety challenges in their roles.

Global Relevance of HSG65

While the HSG65 framework was developed in the UK, its principles are universally applicable. The focus on leadership, communication, risk management, and continuous improvement aligns closely with international standards such as **ISO 45001**. Regardless of location, the core elements provide health and safety practitioners with a structured approach to managing risks and fostering a culture of safety.

Legacy and Adaptation

The original 1991 version of HSG65, as depicted in Figure 1, laid the foundation for modern health and safety management. Over the years, the framework has evolved to incorporate emerging practices and standards. However, the core principles remain unchanged, reflecting the timeless nature of its approach.

For organisations and practitioners, HSG65 offers a practical and adaptable model to establish, maintain, and continually enhance their health and safety systems. By integrating its principles into everyday operations, organisations can not only achieve compliance but also create safer and more resilient workplaces.

1.3.1 The 'POPMAR' Model

During the 1980s, comparisons began to emerge between **quality management** and **health and safety management**, as the latter was increasingly viewed as a component of the former. Both disciplines shared similar objectives, including:

1. **Achievement of Standards:**

Both quality and health and safety management focus on establishing and maintaining high standards, whether in product quality or workplace safety.

2. **Improved Outcomes:**

Organisations observed that implementing robust quality management systems often resulted in reduced accident rates and lower levels of absenteeism due to sickness.

3. **Reduction in Liability:**

Adhering to positive standards not only reduced the likelihood of workplace incidents but also minimised claims related to product liability.

The POPMAR Model Framework

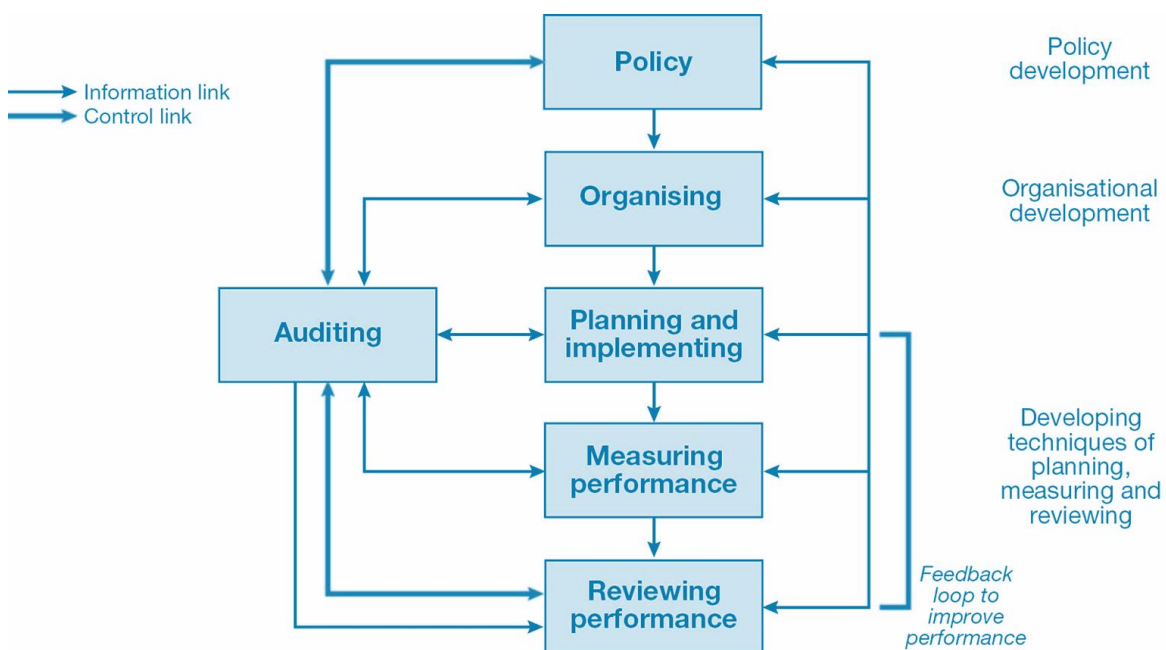


Figure 2

The **POPMAR** model—short for **Policy, Organising, Planning, Measuring, Auditing, and Reviewing**—was introduced as a structured framework to guide management decision-making in health and safety. Figure 2 (above) outlines the step-by-step process, beginning with the development of a **policy** and progressing through **organising, planning and implementation, measuring performance, auditing**, and finally **reviewing**. Each phase is interconnected, forming a continuous improvement loop.

This model offers a hypothetical description of the underlying business structure that should support an organisation's health and safety culture. It provides clarity in communication and incorporates key considerations such as **competence, control, and cooperation**, emphasising continual improvement throughout the process.

Step-by-Step Breakdown of POPMAR

1. **Policy:**

Establishing a clear health and safety policy that defines the organisation's objectives, commitments, and approach to managing risks.

2. **Organising:**

Creating a structure within the organisation to ensure roles and responsibilities for health and safety are clearly defined and that resources, communication, and competence are in place.

3. **Planning and Implementation:**

Identifying hazards, assessing risks, and developing plans to implement controls effectively.

4. **Measuring Performance:**

Monitoring key indicators of health and safety performance, such as accident rates, near-misses, and adherence to established procedures.

5. **Auditing:**

Conducting systematic evaluations to ensure that the health and safety management system is functioning as intended.

6. **Reviewing:**

Analysing audit results and other performance data to evaluate the system's effectiveness and identify areas for improvement.

Transition to Plan, Do, Check, Act (PDCA)

In the **third edition of HSG65**, published in 2013, the Health and Safety Executive (HSE) shifted from the **POPMAR** framework to the **Plan, Do, Check, Act (PDCA)** model. This change was aimed at achieving a balance between **systematic processes** and **behavioural aspects** of management. The PDCA model treats health and safety management as an integral component of overall organisational management rather than a stand-alone system.

The PDCA cycle, illustrated in **Figure 2a**, represents a simplified yet comprehensive approach:

1. **Plan:**

Set health and safety objectives, assess risks, and plan how to manage them effectively.

2. **Do:**
Implement the planned actions, ensuring adequate communication, training, and supervision.
3. **Check:**
Measure and monitor performance, including investigating incidents and near-misses to identify lessons learned.
4. **Act:**
Review findings from the "Check" phase to improve and refine the health and safety system.



Figure 2a

Key Differences Between POPMAR and PDCA

- **Integration:**
The PDCA model integrates health and safety management into broader organisational practices, aligning with modern management approaches.
- **Behavioural Emphasis:**
PDCA places greater emphasis on human factors, encouraging active employee participation and behavioural change alongside systematic controls.
- **Simplification:**
While POPMAR is more process-oriented, PDCA streamlines the approach, making it more accessible and applicable to organisations of all sizes.

Conclusion

The evolution from **POPMAR** to **Plan, Do, Check, Act** reflects the dynamic nature of health and safety management. Both frameworks emphasise the importance of structured, systematic approaches to managing risks while fostering a culture of continuous improvement. The choice of model depends on organisational needs, but the core principles of leadership, planning, implementation, and review remain constant across both approaches.

1.3.2 BS 18004

In 1996, the **British Standards Institution (BSI)** introduced **BS 8800: Guide to Occupational Health and Safety Management Systems**, which drew heavily on the principles of successful health and safety management as outlined in **HSG65**. However, BS 8800 also incorporated elements from the then newly established **BS EN ISO 14001** environmental management system, which later evolved into the **ISO 14001 Environmental Management Series**. This integration introduced two significant additions to the framework:

1. **Initial Status Review (ISR)**
2. **Ongoing Continual Improvement**

The guide was subsequently revised and updated in **2008** to reflect legislative changes and emerging national and international trends in occupational health and safety management. This revised version was published as **BS 18004**, cementing its position as an advanced health and safety management standard.

Key Features of BS 18004

1. **Initial Status Review (ISR):**

This stage is a unique feature of the BS 18004 framework. It is conducted only once, at the inception of the health and safety management system. The ISR serves as a **benchmarking exercise**, allowing organisations to:

- Evaluate existing systems and procedures.
- Identify whether these meet **legal compliance** and other relevant standards.
- Highlight gaps or deficiencies that need to be addressed before implementing the new management system.

The ISR ensures that the organisation has a clear understanding of its current position, providing a strong foundation for building a compliant and effective health and safety management system.

2. **Ongoing Continual Improvement:**

Although the concept of continual improvement is implied in HSG65, BS 18004 explicitly integrates it as a formal, ongoing activity. This involves:

- Regularly reviewing and refining health and safety practices.
- Adapting to changes in legislation, industry standards, and organisational needs.

- Encouraging a culture of **proactive improvement** rather than reactive compliance.

Continual improvement ensures that the health and safety management system remains dynamic, effective, and aligned with organisational goals and external expectations.

Comparison with HSG65

While BS 18004 and HSG65 share many core principles, particularly in their emphasis on leadership, planning, and risk management, BS 18004 introduces a more structured, systematic approach to implementation and improvement. Key distinctions include:

1. Initial Status Review:

HSG65 does not include an equivalent stage to the ISR, which makes BS 18004 particularly useful for organisations that require a clear starting point for developing their systems.

2. Formalised Continual Improvement:

BS 18004 explicitly outlines continual improvement as a core activity, whereas HSG65 implies it without defining it as a distinct stage.

3. Alignment with ISO Standards:

BS 18004 adopts the structure and language of ISO management systems (e.g., ISO 14001), making it more compatible with integrated management systems that address health, safety, and environmental concerns.

Relevance to Modern Organisations

BS 18004 reflects a shift towards more systematic and internationally aligned management practices. By introducing the ISR and formalising continual improvement, it provides organisations with tools to:

- Achieve and maintain compliance with evolving legal and industry standards.
- Benchmark and evaluate their systems against best practices.
- Foster a culture of **continuous enhancement** in health and safety performance.

For organisations aiming to develop a comprehensive health and safety management system that aligns with international standards like **ISO 45001**, BS 18004 serves as a valuable guide and reference. It bridges the gap between traditional frameworks like HSG65 and more contemporary, globally recognised management system approaches.

1.3.3 BS OHSAS 18001

The **Occupational Health and Safety Assessment Series (OHSAS) 18001**, specifically its **2007 edition**, titled *Occupational Health and Safety Management Systems – Requirements*, was developed to provide organisations with a framework to manage occupational health and safety risks effectively. This standard was designed to be compatible with the **ISO 9001** (Quality Management) and **ISO 14001** (Environmental Management) systems, as well as the **ILO-OSH 2001** guidelines.

With the publication of revised versions of **ISO 9001** and **ISO 14001** in **2015**, BS OHSAS 18001 was superseded by **ISO 45001** in March 2018, which further aligned occupational health and safety management with the structure and principles of the updated ISO standards.

Key Objectives of BS OHSAS 18001

The ultimate aim of BS OHSAS 18001 was to facilitate the implementation of an **integrated management system** that could combine occupational health and safety (OHS) with quality and environmental management. Organisations that desired such integration benefited from the compatibility of BS OHSAS 18001 with ISO 9001 and ISO 14001, enabling a streamlined and unified approach to risk management and organisational improvement.

The standard was built around the **Deming ‘Plan-Do-Check-Act (PDCA)’ methodology**, a cyclical approach to continuous improvement that is also present in frameworks such as:

- **BS 18004**
- **HSG65**
- **ISO 45001**

Components of the OHSAS 18001 Framework

The framework outlined specific requirements for organisations to establish, implement, and maintain an occupational health and safety management system, focusing on:

1. **Hazard Identification and Risk Assessment:**
Establishing procedures for systematically identifying workplace hazards and evaluating associated risks.

2. **Legal and Other Requirements:**

Ensuring compliance with relevant health and safety legislation, regulations, and standards.

3. **Objectives and Programmes:**

Setting clear health and safety objectives and developing programmes to achieve them.

4. **Competence, Training, and Awareness:**

Ensuring that employees have the knowledge, skills, and awareness needed to maintain a safe working environment.

5. **Operational Control:**

Implementing processes and procedures to manage risks and maintain compliance effectively.

6. **Monitoring and Measurement:**

Tracking performance metrics and ensuring systems remain effective over time.

7. **Auditing and Review:**

Conducting internal audits and management reviews to identify areas for improvement.

Associated Publication: OHSAS 18002

Alongside OHSAS 18001, the supplementary guidance document **OHSAS 18002**, titled *Occupational Health and Safety Management Systems – Guidelines for the Implementation of OHSAS 18001*, provided practical advice on implementing the 18001 framework. While not a formal British Standard, OHSAS 18002:

- Described the principles underlying OHSAS 18001.
- Offered examples of inputs, processes, and outputs for each requirement.
- Provided organisations with practical steps for integrating the system into their operations.

Transition to ISO 45001

BS OHSAS 18001 was replaced by **ISO 45001**, marking a significant evolution in occupational health and safety management. The transition to ISO 45001 aligned the health and safety standard with the **Annex SL structure** of ISO 9001 and ISO 14001, offering several advantages:

- Enhanced compatibility for organisations using multiple ISO standards.

- Greater emphasis on **leadership and worker participation**.
 - Improved alignment with global best practices, making it an internationally recognised standard.
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Conclusion

BS OHSAS 18001 was a vital framework that guided organisations in systematically managing workplace health and safety risks. Its compatibility with ISO standards made it particularly valuable for organisations seeking integrated management systems. While it has since been replaced by ISO 45001, OHSAS 18001 remains a significant milestone in the development of occupational health and safety management, providing a foundation for the modern principles and practices embodied in ISO 45001.

1.3.4 ILO-OSH 2001

The **International Labour Organisation (ILO)** introduced its **Guidelines on Occupational Safety and Health Management Systems (ILO-OSH 2001)** as a model for managing workplace safety and health. This framework is compatible with other widely recognised standards, including **BS OHSAS 18001**, **ISO 9001**, and the **ISO 14001** environmental management series. However, like these standards, ILO-OSH 2001 is **not legally binding** and is not intended to replace national laws or standards. Instead, it provides a flexible framework to help organisations strengthen their occupational safety and health (OSH) systems.

Key Features of ILO-OSH 2001

1. Non-Certification Model:

Unlike some management systems that require certification, ILO-OSH 2001 does not mandate certification as a prerequisite for implementation. However, it does not exclude certification either. Organisations that choose to pursue certification as a form of external recognition for good OSH practices can do so through third-party service providers.

2. Integration with Other Management Systems:

ILO-OSH 2001 encourages organisations to integrate OSH management systems (OSH-MS) with other existing management systems. This approach reflects the belief that occupational safety and health should be an **integral part of business management**, rather than a separate, standalone activity.

3. Line Management Responsibility:

The guidelines place significant emphasis on line management assuming responsibility for health and safety. This means that accountability for implementing and maintaining OSH practices lies with all levels of management, particularly line managers who are directly responsible for operational activities.

4. Flexibility in Implementation:

While ILO-OSH 2001 supports integration, it recognises that integration may not always be appropriate or feasible for all organisations. This flexibility allows organisations to tailor the framework to suit their specific operational and cultural needs.

Core Objectives of ILO-OSH 2001

The guidelines are designed to:

- **Promote a Preventative Culture:** Foster a proactive approach to risk management, focusing on preventing incidents rather than reacting to them.
 - **Encourage Continual Improvement:** Support ongoing enhancements in workplace safety and health performance.
 - **Strengthen Compliance:** Provide organisations with tools to meet and exceed national and international OSH legal requirements.
 - **Enhance Worker Participation:** Ensure that workers and their representatives are actively involved in the development, implementation, and review of OSH policies and programmes.
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Compatibility with Other Standards

ILO-OSH 2001 aligns closely with:

- **BS OHSAS 18001:** Both share a focus on systematic risk management and continual improvement.
- **ISO 9001:** The emphasis on quality management systems parallels the structured approach to achieving and maintaining high standards in health and safety.
- **ISO 14001:** The integration of environmental and OSH concerns into broader organisational management reflects similar principles.

The compatibility of ILO-OSH 2001 with these standards makes it easier for organisations to adopt a unified management system, promoting efficiency and reducing duplication of effort.

Global and Practical Relevance

ILO-OSH 2001 is particularly valuable for its adaptability across different national and organisational contexts. It offers guidance that transcends legal requirements, focusing on best practices and universal principles of workplace safety and health. For organisations in countries without established OSH frameworks, ILO-OSH 2001 provides a robust starting point for developing effective systems.

Conclusion

ILO-OSH 2001 represents a comprehensive yet flexible approach to managing occupational safety and health. Its focus on integration, line management

responsibility, and worker participation underscores the importance of embedding OSH into the fabric of organisational culture. While not legally binding, it serves as a valuable framework for organisations striving to improve their safety performance and align with international best practices, offering a strong foundation for both standalone and integrated management systems.

1.3.5 ISO 45001

ISO 45001: Occupational Health and Safety Management Systems – Requirements with Guidance for Use is the first internationally recognised standard for occupational health and safety (OHS). It provides organisations with a framework to proactively manage risks and opportunities related to employee health, safety, and wellbeing.

The introduction of ISO 45001 was driven by the **British Standards Institute (BSI)**'s recognition of the need for global conformity. The aim was to harmonise health and safety management systems, making them applicable across both developing and developed countries. It represents a significant step forward in creating a unified international standard for OHS.

Why the Change?

ISO 45001 replaces **OHSAS 18001**, offering several advancements to address evolving organisational needs and global challenges. While it builds on the foundation of its predecessors, the new standard incorporates a more proactive and integrated approach to health and safety management. The changes are designed to:

- Emphasise **risk control** over hazard identification alone.
- Focus on **opportunities for improvement** in health and safety performance.
- Strengthen the role of **leadership** and **organisational context**, ensuring that health and safety are integral to overall business strategy.

The **three-year migration period** for transitioning from OHSAS 18001 certification to ISO 45001 certification allowed organisations to align with the new requirements and take advantage of the updated framework.

Key Features of ISO 45001

1. Proactive Risk Management:

The standard shifts focus from identifying hazards to proactively managing risks and opportunities that could affect workplace health and safety. This proactive approach aims to prevent incidents and improve overall safety performance.

2. Stronger Leadership Role:

ISO 45001 places greater emphasis on the role of leadership, aligning with the 2015 revisions of **ISO 9001** and **ISO 14001**. Senior management is expected to demonstrate commitment and ensure engagement and participation across all organisational levels. This supports the development of a positive safety culture.

3. **Organisational Context:**

The standard recognises the importance of the **interaction between the organisation and its business environment**, ensuring that health and safety management systems are tailored to the organisation's unique context, including its culture, stakeholders, and external factors.

4. **Compatibility with Other ISO Standards:**

ISO 45001 is designed to integrate seamlessly with other ISO standards, such as:

- **ISO 9001** (Quality Management)
- **ISO 14001** (Environmental Management)
This compatibility facilitates the development of an integrated management system (IMS) that addresses multiple organisational objectives.

5. **Flexibility and Adaptability:**

ISO 45001 does not prescribe specific criteria for social responsibility, quality, financial management, or security. Nor does it set fixed performance benchmarks. Instead, it allows organisations to adapt the framework to meet their specific needs and contexts.

6. **Voluntary Certification:**

Adoption of ISO 45001 is voluntary. Certification is achieved through external audits, but organisations can also use the framework without certification to strengthen their internal health and safety practices. It does not guarantee legal compliance but provides a robust tool to achieve and maintain it.

Plan-Do-Check-Act (PDCA) Methodology

ISO 45001 employs the **PDCA model**, a cyclical and iterative process that supports continual improvement. The steps include:

1. **Plan:**

- Determine risks, opportunities, and threats.
- Set objectives.
- Establish processes to meet those objectives.

2. **Do:**

- Implement the planned processes.

3. **Check:**

- Monitor, measure, and report results to assess the effectiveness of the implemented processes.

4. Act:

- Take corrective and improvement actions to enhance health and safety performance and achieve intended outcomes.

This systematic approach ensures that organisations continuously refine their processes to align with evolving risks, opportunities, and performance goals.

Structure of ISO 45001

The standard consists of **10 clauses**, structured according to the **Annex SL framework** used in other ISO management systems. This structure enhances compatibility and integration with ISO 9001 and ISO 14001.

The **10 clauses of ISO 45001** follow the **Annex SL structure**, which is standardised across all modern ISO management system standards (e.g., ISO 9001 and ISO 14001). These clauses provide a framework for implementing, managing, and continually improving an Occupational Health and Safety Management System (OHSMS). Here are the 10 clauses:

1. Scope

Defines the purpose of ISO 45001 and its applicability to organisations of all sizes, sectors, and types. It outlines the intent of the standard to provide a framework for preventing workplace injuries, illnesses, and fatalities.

2. Normative References

Lists any documents or references that are indispensable for the application of ISO 45001. For this standard, there are no normative references beyond ISO 45001 itself.

3. Terms and Definitions

Provides key terminology and definitions specific to occupational health and safety management. Understanding these terms ensures consistent interpretation and application of the standard.

4. Context of the Organisation

Focuses on understanding the organisation and its environment. It includes:

- **4.1:** Understanding the organisation and its context (internal and external factors affecting the OHSMS).
- **4.2:** Understanding the needs and expectations of workers and other interested parties (stakeholders).
- **4.3:** Determining the scope of the OHSMS.
- **4.4:** Establishing the OHSMS and its processes.

5. Leadership and Worker Participation

Emphasises the critical role of leadership in the success of the OHSMS. Key sub-clauses include:

- **5.1:** Leadership and commitment.
- **5.2:** Establishing the occupational health and safety policy.
- **5.3:** Organisational roles, responsibilities, and authorities.
- **5.4:** Consultation and participation of workers (actively engaging employees at all levels).

6. Planning

Focuses on identifying and addressing risks and opportunities, setting objectives, and planning actions to achieve them. Sub-clauses include:

- **6.1:** Actions to address risks and opportunities:
 - Hazard identification and risk assessment.
 - Legal and other compliance obligations.
 - Planning for emergency preparedness.
- **6.2:** Occupational health and safety objectives and planning to achieve them.

7. Support

Outlines the resources and support systems necessary for the effective implementation of the OHSMS. Sub-clauses include:

- **7.1:** Resources.
- **7.2:** Competence (ensuring workers have the skills and knowledge required).
- **7.3:** Awareness (ensuring workers understand the OHSMS and their role).
- **7.4:** Communication (internal and external).
- **7.5:** Documented information (control of documents and records).

8. Operation

Focuses on the implementation and control of the processes necessary for achieving health and safety objectives. Sub-clauses include:

- **8.1:** Operational planning and control.
- **8.2:** Emergency preparedness and response.

9. Performance Evaluation

Describes how organisations should monitor, measure, analyse, and evaluate the performance of their OHSMS. Sub-clauses include:

- **9.1:** Monitoring, measurement, analysis, and evaluation.
- **9.2:** Internal audits (ensuring the system is working effectively).
- **9.3:** Management review (top-level review of system performance).

10. Improvement

Outlines the processes for continuous improvement of the OHSMS. Sub-clauses include:

- **10.1:** Incident, nonconformity, and corrective action (learning from failures).
- **10.2:** Continual improvement (identifying opportunities for ongoing enhancement).

The 10 clauses of ISO 45001 provide a clear structure for implementing an effective occupational health and safety management system. The focus is on leadership, risk-based thinking, worker participation, and continual improvement, making ISO 45001 a comprehensive and flexible standard adaptable to any organisation.

Global Impact of ISO 45001

The introduction of ISO 45001 addresses the growing demand for an internationally recognised framework to manage workplace safety and health. It provides organisations with tools to:

- Promote employee wellbeing.
 - Reduce workplace incidents.
 - Foster a positive safety culture.
 - Align health and safety management with broader organisational objectives.
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Conclusion

ISO 45001 represents a significant evolution in occupational health and safety management. By emphasising leadership, proactive risk management, and organisational context, it provides a comprehensive framework for organisations to improve their safety performance and create safer working environments. Its compatibility with other ISO standards further enhances its utility for organisations seeking to adopt an integrated approach to quality, environmental, and safety management.