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ISO 45001 readiness version 2018

Goal

1 OH&S approach

- 1.1 Background
- 1.2 Scope
- 1.3 Steps

2 Standards, definitions, books

- 2.1 Standards
- 2.2 Definitions
- 2.3 Books

3 Process approach

- 3.1 Process
- 3.2 Process mapping
- 3.3 Process approach

4 Context

- 4.1 The organization and its context
- 4.2 Interested parties
- 4.3 Scope of the OH&SMS
- 4.4 OH&SMS

5 Leadership

- 5.1 Leadership and commitment
- 5.2 Policy
- 5.3 Roles, responsibilities and authorities
- 5.4 Consultation and participation

6 Planning

- 6.1 Actions to address risks and opportunities
- 6.2 OH&S objectives

7 Support

- 7.1 Resources
- 7.2 Competence
- 7.3 Awareness
- 7.4 Communication
- 7.5 Documented information

8 Operation

- 8.1 Operational planning and control
- 8.2 Emergency situations

9 Performance evaluation

- 9.1 Monitoring and measurement
- 9.2 Internal audit
- 9.3 Management review

10 Improvement

- 10.1 General
- 10.2 Incident, nonconformity and corrective action
- 10.3 Continual improvement

Annexes

Goal of the module: Readiness for implementation, certification, maintenance and improvement of your occupational health and safety management system ISO 45001 in order to:

- increase the satisfaction of interested parties
- control occupational health and safety risks
- meet legal and regulatory requirements

1 OH&S approach

1.1 Background

The first laws on health and safety at work emerged in France in the late nineteenth century.

According to the [International Labour Organization](#) (the tripartite UN agency to promote decent work throughout the world) there are approximately 270 million occupational accidents each year and 160 million cases of occupational diseases in the world. The concept of decent work implies safe work that leads to the economic well-being of people.

The first Labor Code was promulgated in France in 1910. One proven way to protect workers is to establish an occupational health and safety (OH&S) management system.

For France, the integration of occupational risk assessment (related to health and safety of workers) in the management of each organization has been an obligation of the Labour Code (R4121-1) since 2001.

The structure of the ISO 45001 standard is based on Annex SL of the ISO/IEC directives, Part 1, consolidated ISO Supplement in 2014. This is the same structure used for the new versions of ISO 9001 and ISO 14001. This facilitates the process of an integrated QSE (Quality, Safety and Environment) management system.

1.2 Scope

The ISO 45001 standard is generic because it applies to the management system of any organization, without any constraints on the size, activity or type. It is an international voluntary standard that allows certification by an accredited body.

To achieve certification, the occupational health and safety management system (OH&SMS) must be:

- determined
- implemented
- maintained
- improved and
- compliant with
 - developed OH&S policy
 - requirements of the ISO 45001 standard

1.3 Steps

A well-prepared approach is halfway to success

The approach to implementing an OH&S management system goes through several steps. An example of preparation is shown in Figure 1-1.

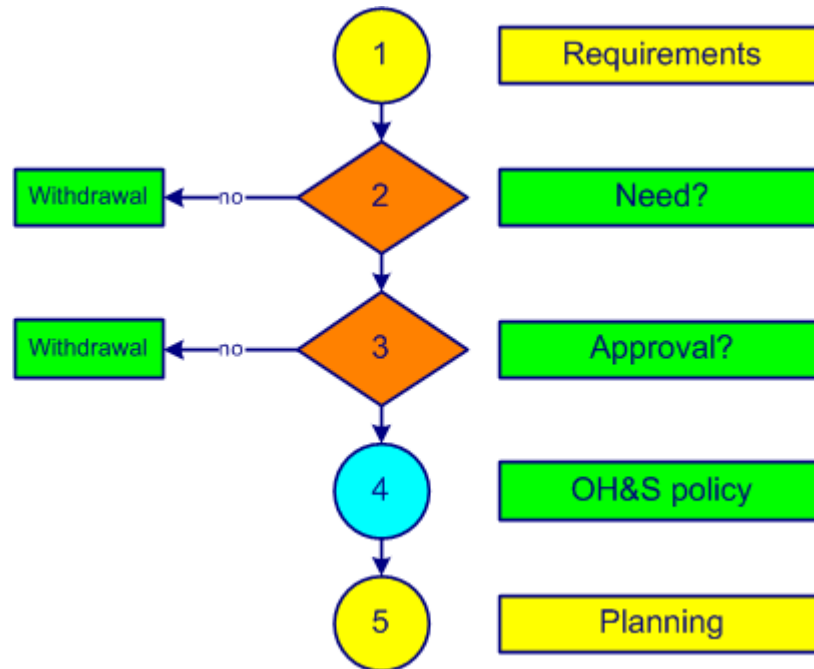


Figure 1-1. OH&SMS preparation

Step one contains the determination of the needs and expectations (**requirements**) of interested parties (internal and external). The involvement of top management at its highest level is truly indispensable. The advice of a consultant is often solicited. Determining the current status of the management system (or what exists of it) would be welcome at this stage. An external certification body is chosen.

One of the key questions that comes up quickly (**step 2**) is the **need** for this decision. If this is not really necessary or if the estimated costs of the certification approach exceed the available resources, it is better to give up the idea right now.

The benefits of implementing and certifying an OH&S management system are often:

- improved image of the organization
- reinforced worker safety
- reduced or eliminated incidents
- increased confidence of interested parties
- reduced production costs
- reduced insurance costs
- better preparation for emergencies
- the prevention of hazards becoming routine
- workers that are aware, consulted, motivated and proud
- high level of risk control
- good practices valorised
- commitment profitable for all
- up-to-date legal OH&S obligations

More than one and a half million businesses worldwide cannot be wrong!

The internalization of the spirit of the principles and requirements of an ISO standard significantly improves the overall performance of your business, especially when it is not considered as a constraint.

The **third step** shall determine whether this approach receives the **approval** of workers. A communication campaign is launched in-house on the objectives of an occupational health and safety management system (OH&SMS). Workers are aware and understand that without their participation the project cannot succeed.

Have confidence: success will come with the involvement and effort of all!

The vision (what we want to be), the mission (why we exist) and the business plan of the organization are set. The next **step (4)** begins with a preliminary analysis of legal and regulatory requirements and continues with the establishment of an outline of the **OH&S policy** and OH&S objectives. If you do not have a copy of the ISO 45001 standard, now is the time to get it (cf. § 2.1 of the present course).

Planning is the last **step (5)** of the project preparation for obtaining ISO 45001 certification. A reasonable period is between 5 to 8 months (each organization is unique and specific). A management representative is appointed project leader. Top management commitment is formalized in a document communicated to all staff.

The establishment and implementation of an ISO 45001 OH&S management system are shown in figure 1-2.

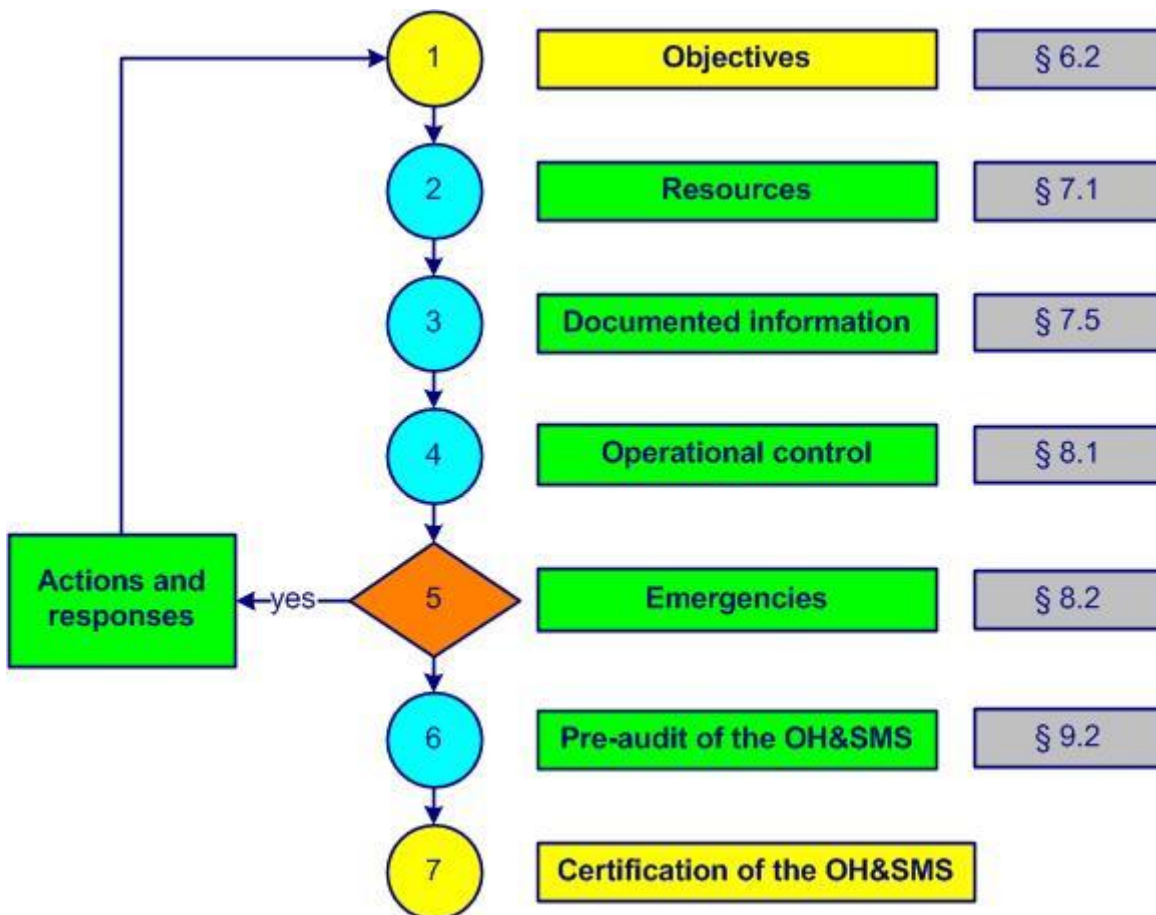


Figure 1-2. OH&SMS implementation

Internal audits allow evaluation of the degree of system implementation (hazard identification, risk assessment, legal and other requirements). This **step (1)** makes it possible to define the **objectives**.

In **step 2** the **resources** to achieve the OH&S objectives are set. Planning tasks, responsibilities and time frames are established. Workers are aware of potential hazards. Training of internal auditors is taken into account.

Step 3 allows you to establish early versions of **documented information** related to the OH&S management system with the participation of the maximum number of available persons.

Operational control happens in **step 4**. The activities associated with identified hazards are planned and implemented. Internal and external communications are established and formalized. A legal watch is developed. A management review is recommended.

Emergency situations with potential impacts on occupational health and safety are listed in **step 5**. The responses (action and reaction) to emergencies are implemented and documented.

To conduct the **pre-audit of the OH&SMS (step 6)**, documents such as the OH&S manual, procedures and others are checked and approved by the competent authorities. A management review evaluates whether applicable requirements are met. The OH&S policy and objectives are finalized. An OH&S manager from another organization or a consultant can provide valuable feedback, suggestions and recommendations.

When the system is accurately implemented and followed, the **certification of the OH&SMS** by an external body is a breeze, a formality (**step 7**).

An example of a 24-step certification project plan is presented in [annex 01](#).

An appropriate method for evaluating the performance of your OH&S management system is the RADAR logic model of excellence [EFQM](#) (European Foundation for Quality Management) with its nine criteria and overall score of 1000 points.

The Deming cycle (figure 1-3) is applied to control of any process that impacts on occupational health and safety (OH&S). The PDCA cycles (Plan, Do, Check, Act) are a universal base for continual improvement.

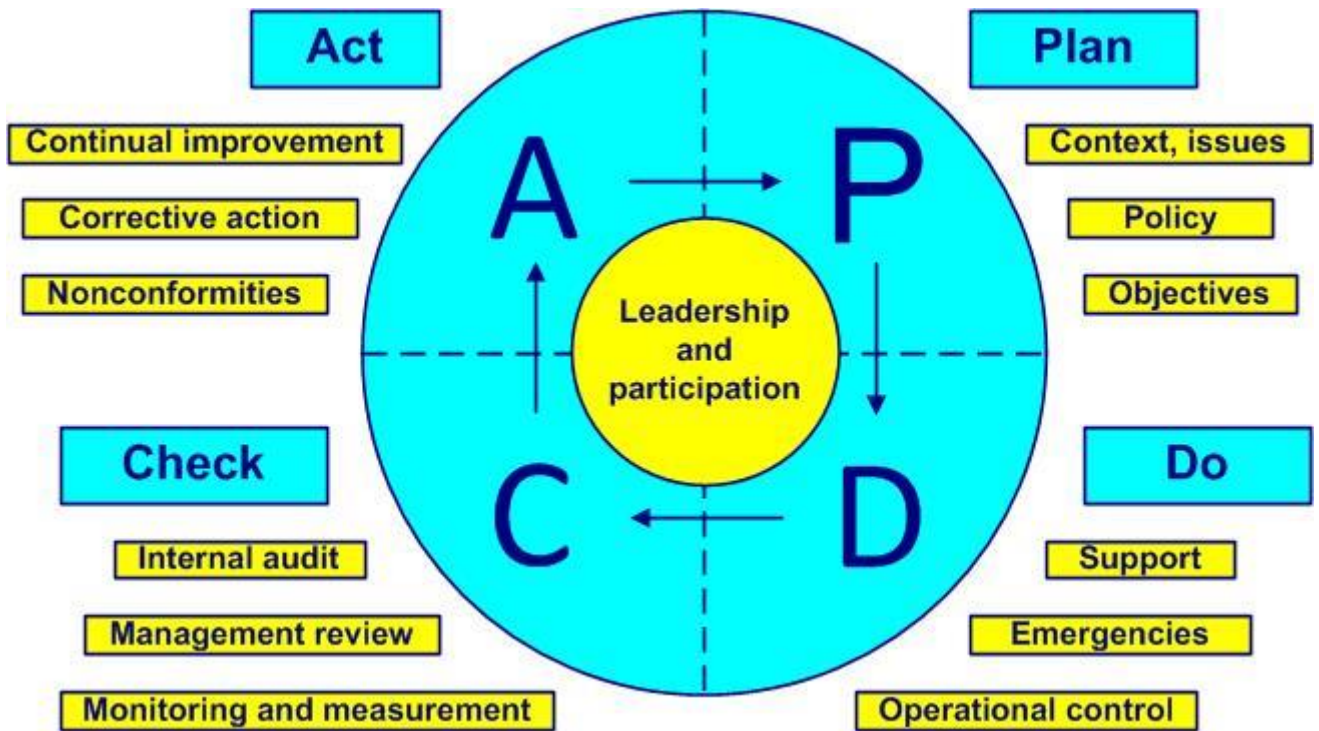


Figure 1-3. The Deming cycle

- Plan – prepare, demonstrate leadership and worker participation, define context, issues and processes, establish OH&S policy and objectives, identify hazards, assess risks (ISO 45001, clauses 4, 5 and 6)
- Do – develop, demonstrate leadership and worker participation, implement processes, training, communication, awareness and documented information (ISO 45001, clauses 5, 7 and 8)
- Check – understand, demonstrate leadership and worker participation, inspect (monitor and measure), verify, evaluate, conduct audits and management review (ISO 45001, clauses 5 and 9)
- Act – adapt, improve, demonstrate leadership and worker participation, decide, treat nonconformities, react with corrective actions and find new improvements (new PDCA cycle), (ISO 45001, clauses 5 and 10)

For more information on the Deming cycle and its 14 points of management theory, you can consult the classic book "Out of the crisis", W. Edwards Deming, MIT press, 1982.

2 Standards, definitions and books

2.1 Standards

One of the first widely used occupational health and safety management standards was the "BS OHSAS 18001: Occupational Health and Safety Management - Requirements" published in 1999 and revised in 2007. It was not an ISO standard.

The Quebec standard BNQ 9700-800 of 2008 is entitled "Prevention, promotion and organizational practices favorable to health in the workplace". It contains an appendix A (Activity Spheres - Examples of Activities and Interventions) which is very practical and rich.

In recent years, the ISO / PC 283 Committee (Occupational Health and Safety Management Systems) has been working on an international standard. In December 2017 a FDIS (final draft) version of the ISO 45001 standard was proposed. In January 2018 the FDIS was validated at 93%.

This module is based on ISO 45001 (2018): Occupational Health and Safety Management Systems - Requirements and Guidelines for their Use. The standard was published in March 2018.

Practical recommendations are in the guidelines **ILO - OSH 2001 "Guidelines on occupational safety and health management systems"**, freely available from [International Labour Organization](#) – ILO (pdf, 286 kB, 40 pages). Correspondences between ISO 45001 and ILO 2001 are shown in [annex 02](#).

The French specification MASE (Business Security Enhancement Manual) contains the minimum measures to set up a high-performance Safety, Health and Environment prevention system with application annexes.

ISO 19011 (2018 – third edition): Guidelines for auditing management systems is perfectly applicable for an internal audit of the OH&SMS.

All these standards and many more can be ordered in electronic or paper format on the [ISO](#) site.

More than 28,000 standards (in English and other languages) are available on the [Public.Resource.Org](#) site.

2.2 Definitions

The beginning of wisdom is the definition of terms. Socrates

Some terms and definitions used in relation with the OH&SMS:

Acceptable risk: *risk reduced to a tolerable level*

Accident: *undesired event causing death or health and environmental damages*

Conformity: *fulfillment of a specified requirement*

Continual improvement: *process to enhance performance*

Customer: *anyone who receives a product*

External provider (supplier): *entity that provides a product*

Hazard: *situation that could lead to a potential incident*

Incident: *undesired event that could lead to health damages*

Interested party: person, group or company that can be affected by an organization

Management system: set of processes allowing objectives to be achieved

Nonconformity: non-fulfillment of a specified requirement

Occupational health and safety (OH&S): everything that can influence the wellbeing of the personnel in an organization

Occupational health and safety management system: set of processes allowing occupational health and safety objectives to be achieved

Organization: structure that satisfies a need

Process: activities that transform inputs into outputs

Product (or service): outcome of a process or activity

Risk: likelihood of occurrence of a threat or an opportunity

Safety: aptitude to avoid an undesired event



In the terminology of management systems do not confuse:

- accident and incident
 - an accident is an unexpected serious event
 - an incident is an event that can lead to an accident
- anomaly, defect, dysfunction, failure, nonconformity, reject and waste
 - anomaly is a deviation from what is expected
 - defect is the non-fulfillment of a requirement related to an intended use
 - dysfunction is a degraded function that can lead to a failure
 - failure is when a function has become unfit
 - nonconformity is the non-fulfillment of a requirement in production
 - reject is a nonconforming product that will be destroyed
 - waste is when there are added costs but no value
- audit, inspection, auditee and auditor
 - an audit is the process of obtaining audit evidence
 - an inspection is the verification of the conformity of a process or product
 - an auditee is the one who is audited
 - an auditor is the one who conducts the audit
- audit program and plan
 - an audit program is the annual planning of the audits
 - an audit plan is the description of the audit activities
- calibration and verification
 - calibration is the confirmation of a value found related to a standard (troy weight)
 - verification is the positioning of reference marks
- control and optimization
 - control is the achievement of an objective
 - optimization is the search for the best possible results
- customer, subcontractor and supplier
 - a customer receives a product
 - a subcontractor provides a service or a product on which a specific work is done
 - a supplier provides a product
- effectiveness and efficiency
 - effectiveness is the level of achievement of planned results
 - efficiency is the ratio between results and resources
- follow-up and review
 - follow-up is the verification of the obtained results of an action
 - review is the analysis of the effectiveness in achieving objectives
- inform and communicate

- to inform is to give someone meaningful data
- to communicate is to pass on a message, to listen to the reaction and discuss
- organization and enterprise, society, company
 - organization is the term used by the ISO 45001 standard as the entity between the supplier and the customer
 - an enterprise, society and company are examples of organizations
- process, procedure, product, activity and task
 - a process is how we satisfy the customer using people to achieve the objectives
 - a procedure is the description of how to conform to the rules
 - a product is the result of a process
 - an activity is a set of tasks
 - a task is a sequence of simple operations

Remark 1: the use of ISO 45001 and ISO 9000 definitions is recommended. The most important thing is to determine a common and unequivocal vocabulary for everyone in the organization.

Remark 2: the customer can be also the user, the beneficiary, the trigger, the ordering party, the consumer.

Remark 3: documented information is any information that we shall maintain (procedure ) or retain (record ).

Remark 4: to be in line with ISO 9001, we prefer using the terms:

- *acquisition instead of procurement*
- *external providers instead of contractors*



For other definitions, comments, explanations and interpretations that you don't find in this module and in [annex 06](#) you can consult: 







- ISO [Online Browsing platform](#) (OBP)
- IEC [Electropedia](#)
- [ISO 9000: 2015](#) - Quality management systems. Fundamentals and vocabulary

2.3 Books



Books for further reading on OH&S systems:

-  CCPS, [Guidelines for Auditing Process Safety Management Systems](#), Wiley, 2011
-  Jøger Jensen, [Risk-Reduction Methods for Occupational Safety and Health](#), Wiley, 2012

- 
 • Mark Friend, James Kohn, [Fundamentals of Occupational Safety and Health](#), Bernan Press, 2014
- 
 • James Tweedy, [Healthcare Hazard Control and Safety Management](#), CRC Press, 2014
- 
 • Charles Reese, [Occupational Health and Safety Management: A Practical Approach](#), CRC Press, 2017
- 
 • Milton Dentch, [The ISO 45001:2018 Implementation Handbook: Guidance on Building an Occupational Health and Safety Management System](#), ASQ Quality Press, 2018
- 
 • Chris Ward, [ISO 45001 Occupational Health and Safety Management System. Guide to Requirements: Non Technical Interpretation of ISO 45001 Requirements](#), Chris J Ward, 2018
- 
 • Ramesh Lakhe, Kranti Dharkar, [ISO 45001:2018 OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM](#) (RRL), Independently published, 2018

**When I think of all the books still left for me to read, I am certain of further happiness.
Jules Renard**

3 Process approach

If you cannot describe what you are doing as a process, you do not know what you're doing. Edwards Deming

3.1 Process

The word process comes from the Latin root *procedere* = go, development, progress (Pro = forward, *cedere* = go). Each process transforms inputs into outputs, creating added value and potential nuisances.

A process has three basic elements: inputs, activities and outputs.



A process can be very complex (launch a rocket) or relatively simple (audit a product). A process is:

- repeatable
- foreseeable
- measurable
- definable
- dependent on its context
- responsible for its external providers

A process is, among other things, determined by its:

- title and type
- purpose (why?)
- beneficiary (for whom?)
- scope and activities
- initiators
- documented information
- inputs
- outputs (intentional and not intentional)
- constraints
- people
- material resources
- objectives and indicators
- person in charge (owner) and actors (participants)
- means of inspection (monitoring, measurement)
- mapping
- interaction with other processes
- risks and potential deviations
- opportunities for continual improvement

A process review is conducted periodically by the process owner (cf. [annex 03](#)).

The components of a process are shown in figure 3-1:



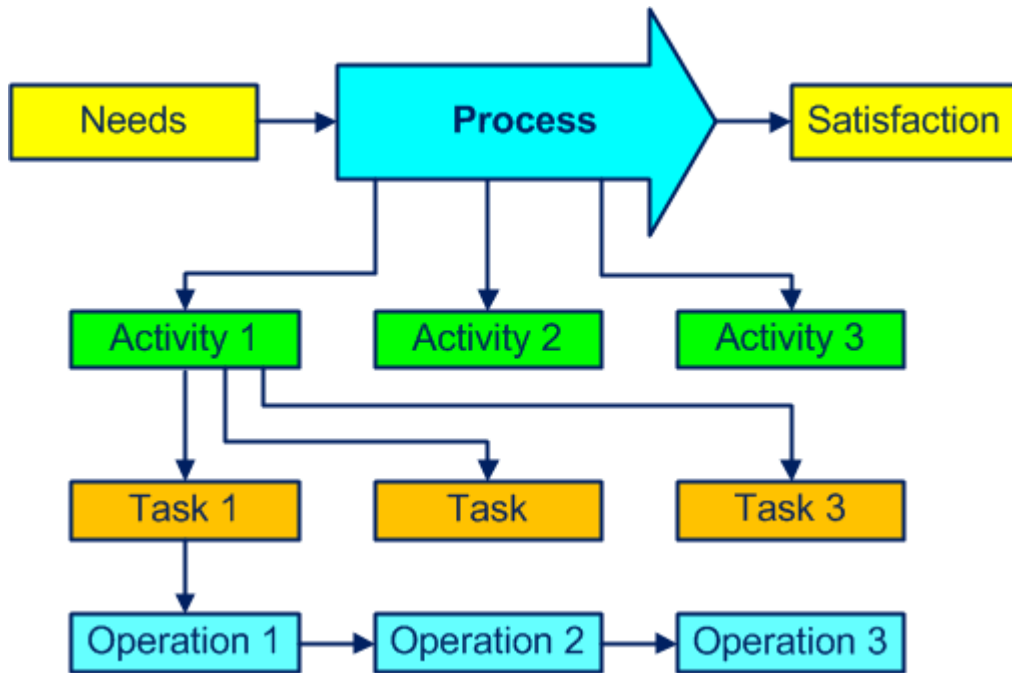


Figure 3-1. Components of a process

Figure 3-2 shows an example that helps to answer some questions:

- which materials, which documents, which tools? (inputs)
- which title, what objective, which activities, requirements, constraints? (process)
- which products, which documents? (outputs)
- how, which inspections? (methods)
- what is the level of performance? (indicators)
- who, with which competences? (people)
- with what, which machines, which equipment? (material resources)

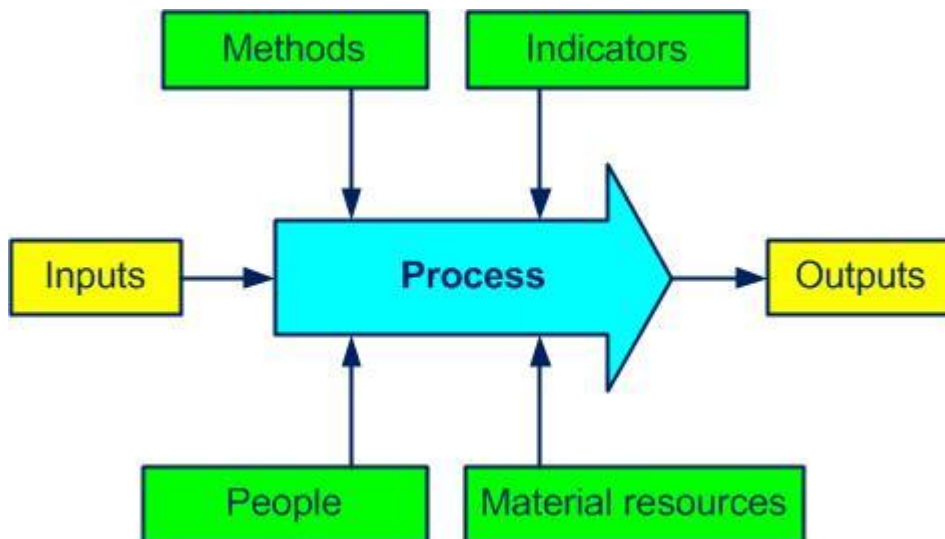


Figure 3-2. Some elements of a process

Often the output of a process is the input of the next process.

You can find some examples of process sheets in the document pack [D_02](#) and a list of OH&S processes in [annex 04](#).

Any organization (company) can be considered as a macro process, with its purpose, its inputs (customer needs and expectations) and its outputs (products/services to meet customer requirements).

Our preference is to identify a process using a verb (buy, produce, sell) instead of a noun (purchases, production, sales) to differentiate the process from the organization's department or documented information and recall the purpose of the process.

The processes are (as we shall see in the following paragraphs) of management, realization and support type. Do not attach too much importance to process categorizing (sometimes it's very relative) but ensure that all of the organization's activities fall into at least one process.

3.1.1 Management processes

Management processes are also known as piloting, decision, key or major processes. They are part of the overall organization and include elaboration of the policy, deployment of the objectives and all required checks. They are the glue of all the realization and support processes.

The following processes can be part of this family:

- develop strategy
- develop policy
- deploy objectives
- plan the OH&SMS
- consult workers
- identify hazards
- assess risks and opportunities
- evaluate compliance
- establish process ownership
- conduct an audit
- conduct management review
- communicate
- improve

3.1.2 Realization processes

The realization (operational) processes are related to the product, increase the added value and contribute directly to customer satisfaction.

They are mainly:

- purchase
- produce
- manage operational risks
- eliminate hazards and reduce risks
- apply control means
- manage changes
- inspect (verify) the performance
- receive, store and deliver
- control nonconformities
- investigate incidents
- anticipate emergencies

- implement corrective actions

3.1.3 Support processes

The support processes provide the resources necessary for the proper functioning of all other processes. They are not directly related to a contribution of the product's added value, but are still essential.

The support processes are often:

- control documentation
- provide training
- acquire and maintain infrastructure
- keep the legal watch up-to-date
- manage inspection means
- keep accountability
- manage staff

3.2 Process mapping

Process mapping is par excellence a multidisciplinary work. This is not a formal requirement of the ISO 45001 standard but is always welcome.

The three types of processes and some interactions are shown in figure 3-3:

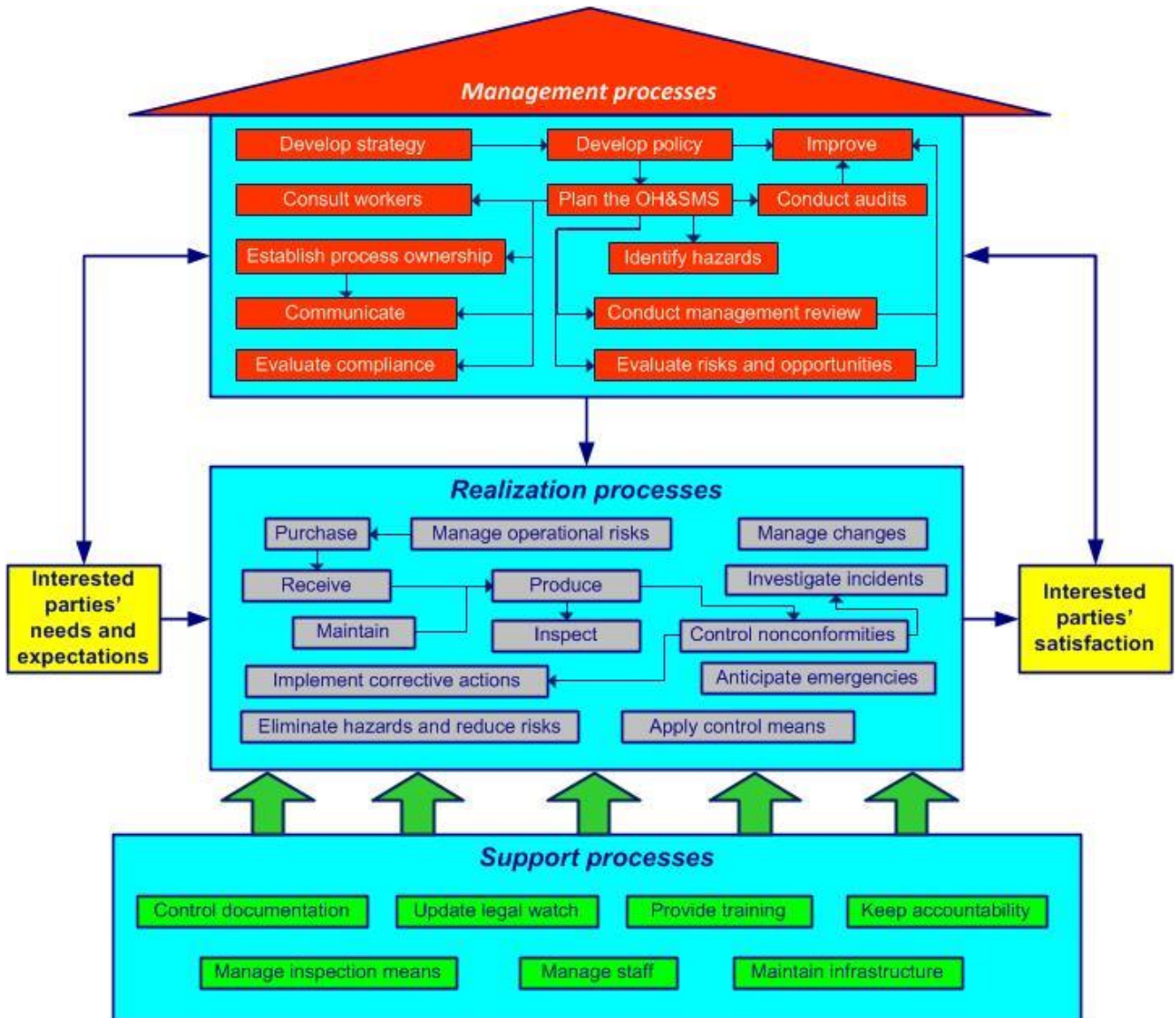


Figure 3-3. Process house

Examples of interested parties: investors, customers, employees, suppliers and society.

Do not underestimate the costs associated with hazards and risks.

The mapping, among other things, allows you to:

- obtain a global vision of the organization
- identify the beneficiaries (customers), flows and interactions
- define rules (simple) for communication between processes

To obtain a clearer picture you can simplify by using a total of about 15 core processes. A core process can have several sub-processes. For example, a process "develop the OH&SMS" can contain:

- develop strategy
- develop policy
- manage risks
- plan the OH&SMS

- deploy objectives
- acquire resources
- establish process ownership
- improve

Two other process examples (“design”, figure 3-4 and “produce” figure 3-5):

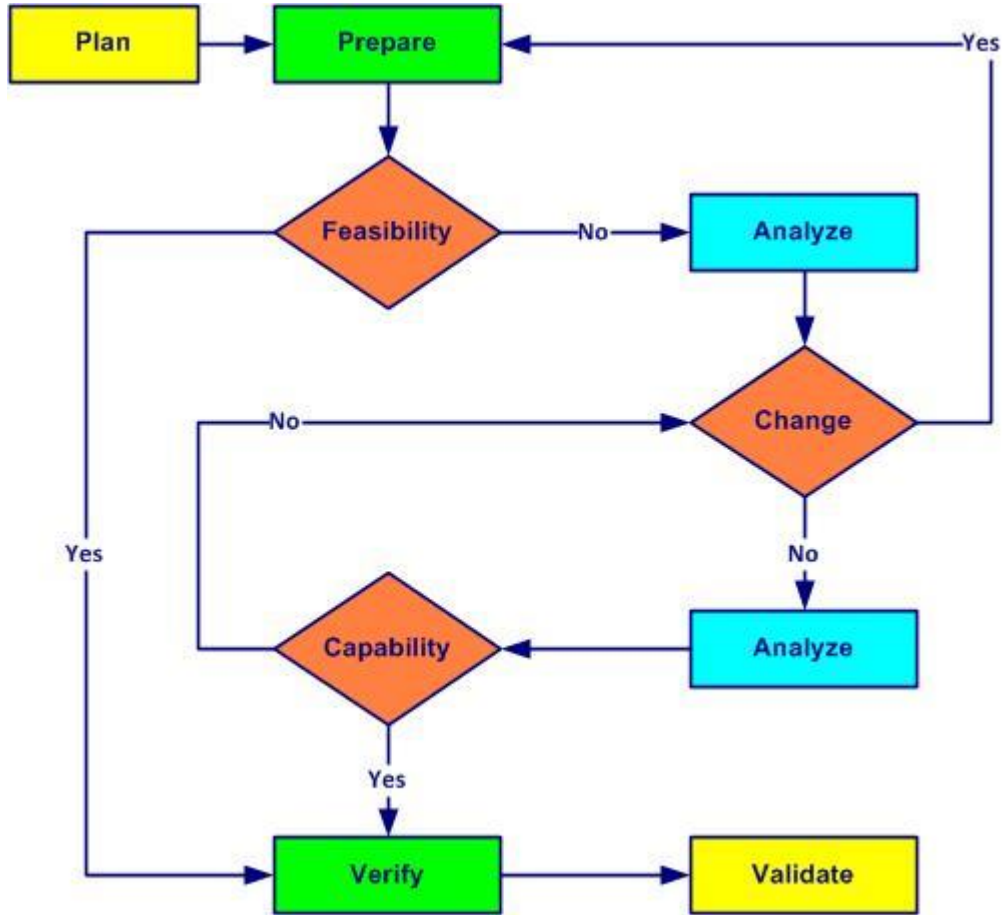


Figure 3-4. Design process

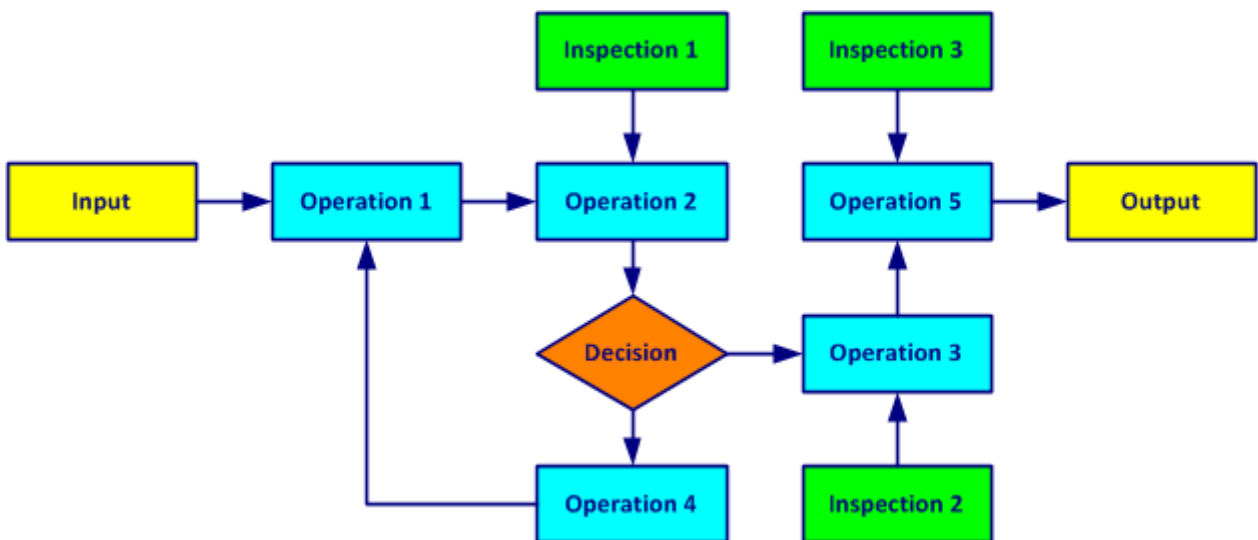


Figure 3-5. Produce process

3.3 Process approach

Simple solutions for now, perfection for later

The process approach contributes enormously to the efficient management of the organization.

Process approach: *management by the processes to better satisfy customers, improve the effectiveness of all processes and increase global efficiency*

When the process approach is included during the development, implementation and continual improvement of an OH&S management system, it allows one to achieve objectives that are related to satisfaction of interested parties, as is shown in figure 3-6.

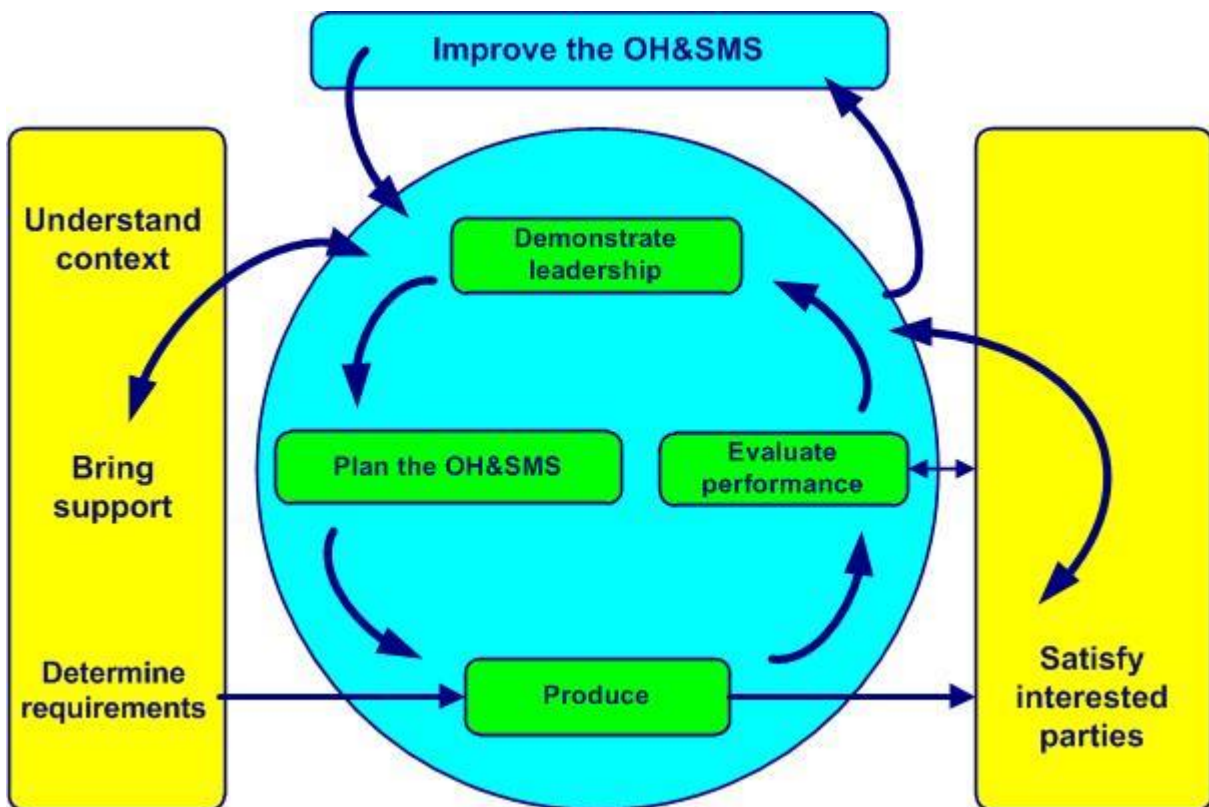


Figure 3-6. Model of an OH&SMS based on process approach and continual improvement

The process approach:

- emphasizes the importance of:
 - understanding and complying with interested parties' requirements
 - prevention so as to react to unwanted elements such as:
 - incidents
 - accidents
 - measuring process performance, effectiveness and efficiency
 - permanently improving objectives based on pertinent measurements
 - process added value
- relies on:
 - methodical identification
 - interactions
 - the sequence and
 - process management, which consist of:

- determining objectives and action plans
- directing related activities
- analyzing obtained results
- permanently undertaking improvements
- allows one to:
 - better view inputs and outputs and their relationship
 - clarify roles and responsibilities
 - judiciously assign necessary resources
 - break down barriers between departments
 - decrease costs, delays, waste
- and ensures in the long run:
 - control
 - monitoring and
 - continual improvement of processes

The process approach **is not**:

- crisis management ("You will not solve the problems by addressing the effects")
- blaming people ("Poor quality is the result of poor management." Masaaki Imai)
- prioritizing investments ("Use your brain, not your money." Taiichi Ohno)



4 Context

4.1 The organization and its context (requirement 1)

In the simplified diagram in figure 4-1, you can see the purpose of an ISO 45001 OH&S management system:

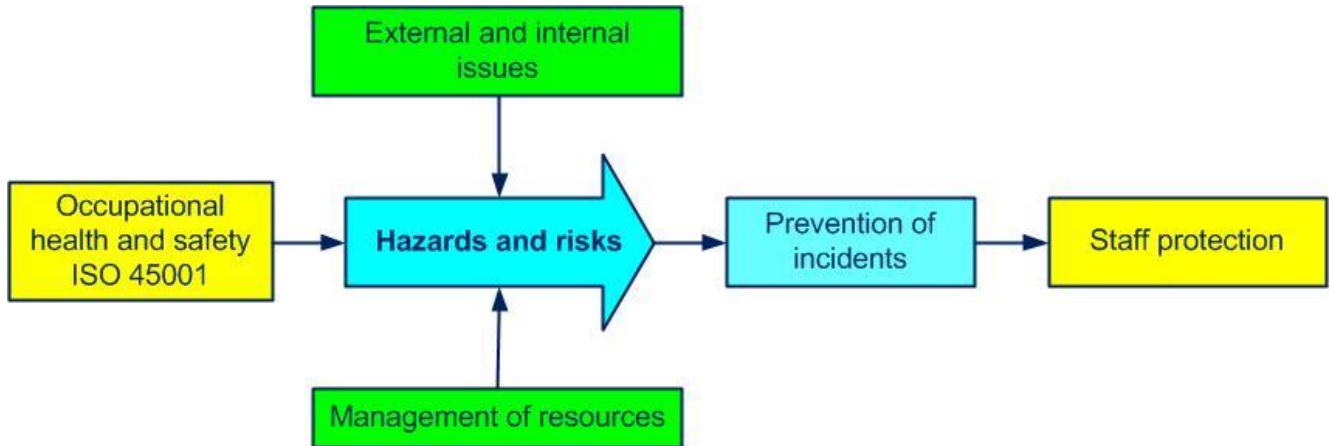


Figure 4-1. Purpose of an ISO 45001 OH&SMS

To successfully implement an OH&S management system, we must understand and evaluate everything that can influence the reason for being and business performance. You should think carefully about a few key activities:

- develop a thorough diagnosis of the unique context in which your organization exists, taking into account these issues:
 - the external environment, such as:
 - social
 - regulatory
 - economic
 - technology
 - competitive
 - the internal environment, such as:
 - specific aspects of the corporate culture:
 - vision
 - rationale, purpose and mission
 - core values
 - needs and expectations of:
 - workers
 - interested parties
 - products and services
 - infrastructure
 - work conditions
 - work organization
- monitor and review regularly any information relating to external and internal issues
- analyze the factors that may influence the achievement of business objectives

The results of this reflection will help us to determine the scope of the OH&S management system (OH&SMS) cf. § 4.3.

The SWOT and PESTEL analyses can be useful for relevant analysis of business context (cf. [annex 05](#)).

A list of external and internal issues is carried out by a multidisciplinary team. Each issue is identified by its level of influence and control. Priority is given to issues with great influence and poor control.

The OH&S management system is adapted to the corporate culture and continuously improved.

For France the CSE (Social and Economic Committee) has the mission to contribute:

- to protect the health and safety of employees
- prevention of risks at work
- continuous improvement of working conditions
- strict compliance with the legal requirements for hygiene, health and safety at work
- the involvement of workers in all prevention measures

Good practices

- *diagnosis of the context includes the main external and internal issues*
- *the core values as part of the corporate culture are taken into account in the context of the organization*
- *the results of the context analysis are widely diffused*
- *the SWOT analysis includes many relevant examples*
- *the SWOT analysis is a powerful tool for identifying the main threats and opportunities*

Bad practices

- *the issues of the context of the organization, such as the competitive environment, are not taken into account*
- *in some cases, the corporate culture is not taken into account*
- *risk analysis does not take into account strategic issues*
- *no clear link between the SWOT analysis and the actions undertaken*

4.2 Needs and expectations of interested parties (requirements [2 to 4](#))

To understand the needs and expectations of interested parties, we must begin by determining those who may be affected by the OH&S management system, such as:

- employees
- customers
- external providers
- owners
- shareholders
- legal authorities
- OH&S organizations
- occupational physician
- bankers
- distributors
- competitors
- citizens
- neighbors

- social and political organizations

A list of interested parties is created by a multidisciplinary team. Every interested party is determined by its level of influence and control. Priority is given to interested parties with great influence and poor control.

True story

The customer is king but we still can fight against rudeness. This example is taken from the restaurant La petite Syrah in Nice and its coffee prices:



Photo Twitter/@tokai06

"A coffee".....	7 €
"A coffee, please".....	4,25 €
"Hello, a coffee, please"....	1,40 €

Anticipating the reasonable and relevant needs and expectations of interested parties involves:

- identifying and reducing or even eliminating OH&S hazards
- preparing to address risks
- seizing improvement opportunities

A review of workers' needs and expectations is conducted to anticipate the needs and expectations that will become legal requirements.

Good practices

- *the list of interested parties is updated*
- *the needs and expectations of interested parties are established through meetings on-site, surveys, roundtables and meetings (monthly or frequent)*
- *the application of statutory and regulatory requirements is a prevention approach and not a constraint*

Bad practices

- *statutory and regulatory requirements are not taken into account*
- *the delivery time is not validated by the customer*
- *the expectations of interested parties are not determined*
- *the list of interested parties does not contain their area of activity*

4.3 Scope of the OH&S management system (requirements [5 to 10](#))

The scope (or in other words, the perimeter) of the OH&S management system is defined by top management.

The specific context of the organization is taken into account to determine the scope of the OH&SMS, including:

- issues (cf. sub-clause 4.1)
- operational activities of products and services
- corporate culture
- environment:
 - legal requirements
 - social
 - financial
 - technology
 - economic
- requirements of interested parties (cf. sub-clause 4.2)
- outsourced processes

The scope of the OH&SMS includes activities under the authority or influence of the organization and those that may have an impact on its performance.

A preliminary OH&S analysis makes it possible to:

- identify the hazards
- assess the risks
- identify the legal requirements
- analyze existing processes and documented information
- evaluate the history of emergencies, incidents and nonconformities
- define the necessary resources
- create a training program
- set objectives

The scope of the OH&SMS is available to any interested party as documented information.



Good practices

- *the scope is relevant and available upon request*
- *non applicable requirements are justified in writing*



Bad practices

- *some products are outside the scope of the OH&SMS without justification*
- *the paint shop is not included in the scope of the OH&SMS*
- *the requirements of a customer are not accepted and no justification is present*
- *the scope is obsolete (a new subsidiary is not included)*

4.4 OH&SMS (requirement [11](#))

Prevention always costs less




Top management of the organization defines and implements an occupational health and safety management system (OH&SMS). The purpose is the development of a safe work environment, incident prevention, risk reduction and the overall protection of workers and all interested parties. For that:

- the occupational health and safety management system is:
 - established
 - documented (a simple and sufficient documentary system is implemented)
 - applied and
 - continually improved
- the OH&S manager (prevention referent) is appointed
- OH&S policy, objectives, resources and the work environment are determined
- the hazards are identified
- risks are assessed and actions to reduce them are established
- the legal requirements of the sector concerned are identified
- actions to implement the policy and achieve the objectives are planned
- the history of emergencies, incidents and nonconformities are evaluated
- the training program is created
- core processes required by the OH&SMS are controlled:
 - the corresponding resources are insured
 - the input and output elements are determined
 - the necessary information is available
 - owners are appointed (responsibilities and authorities defined)
 - sequences and interactions are determined
 - each process is measured and monitored (established criteria), objectives are established and performance indicators are analyzed
 - process performance is evaluated regularly
 - the necessary changes are introduced to obtain the expected results
 - actions to achieve continual improvement of processes are established
- the bare minimum ("as necessary") documented process information is maintained and retained (, )

The OH&S manual is not a requirement of ISO 45001, but it is always an opportunity to present the organization, its OH&SMS and its processes (see [annex 07](#)).



Pitfalls to avoid:

- going overboard on quality: 
 - a useless operation is performed without adding value and without the customer asking for it - it is a waste, cf. quality tools [D 12](#)
- having all procedures written by the OH&S manager: 
 - responsibility is everybody's business, "the staff is conscious of the relevance and importance of each to the contribution to OH&S objectives", which is even more true for department heads and process pilots
- forgetting to take into account the specificities related to the corporate culture: 
 - innovation, luxury, secrecy, authoritarian management (Apple)
 - strong culture related to ecology, action and struggle, while cultivating secrecy (Greenpeace)
 - fun and quirky corporate culture (Michel & Augustin)
 - liberated company, the man is good, love your customer, shared dream (Favi)

The requirements of the ISO 45001 standard are shown in figure 4-2:

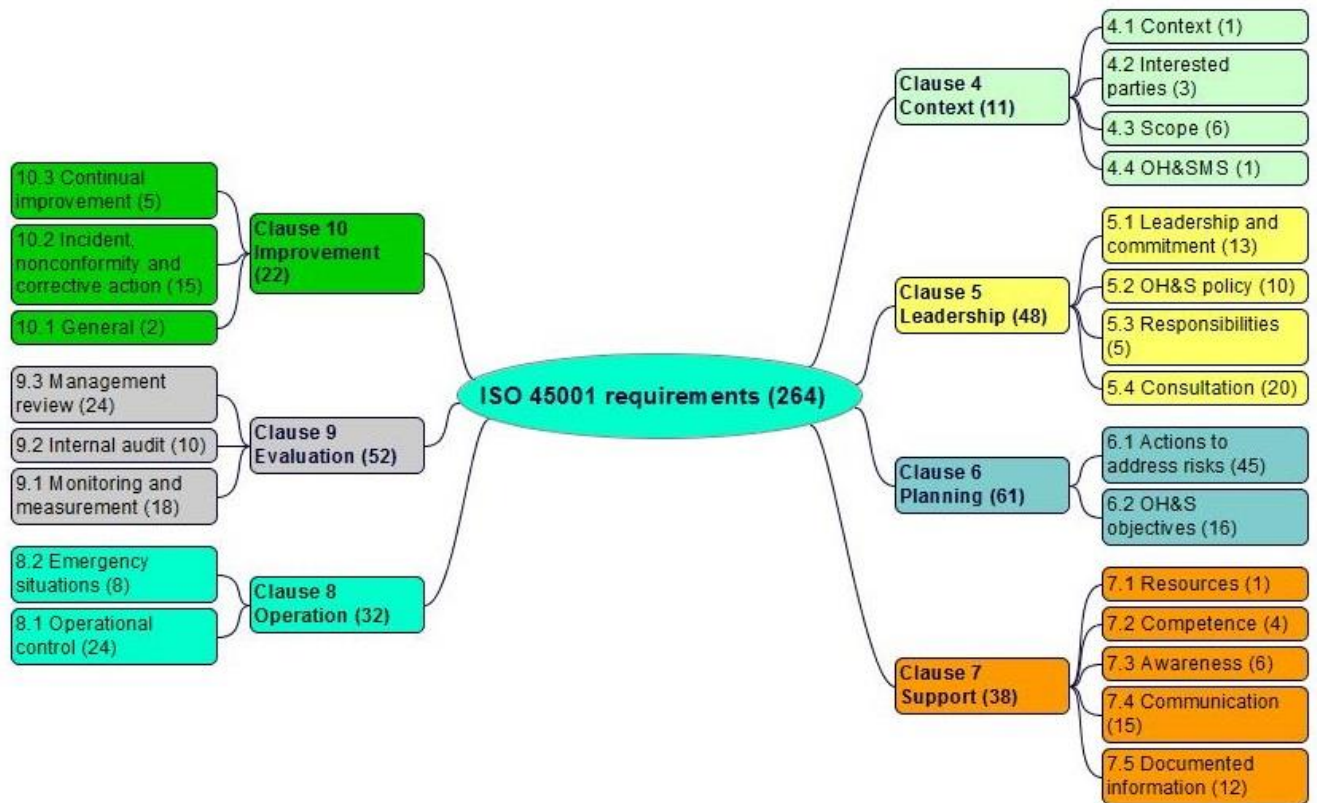


Figure 4-2. ISO 45001 requirements

Good practices

- the process mapping contains enough arrows to show who the customer is (internal or external)
- many arrows (multiple customers) are used for processes (no customer is forgotten)
- during the process review, the added value of the process is well revealed
- process performance analysis is an example of evidence of continual improvement in the effectiveness of the OH&SMS
- top management regularly monitors objectives, indicators and action plans
- the purpose of each process is clearly defined

Bad practices

- some process outputs are not set correctly (customers not considered)
- process efficiency criteria are not established
- the process owners are not formalized
- real activities are not identified in any process
- sequences and interactions of certain processes are not determined
- criteria and methods for ensuring effective processes are not determined
- the OH&SMS is not updated (new processes are not determined)
- the threats and weaknesses identified in the SWOT analysis remain without actions