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ISO 45001: The watershed moment for OSH professionals

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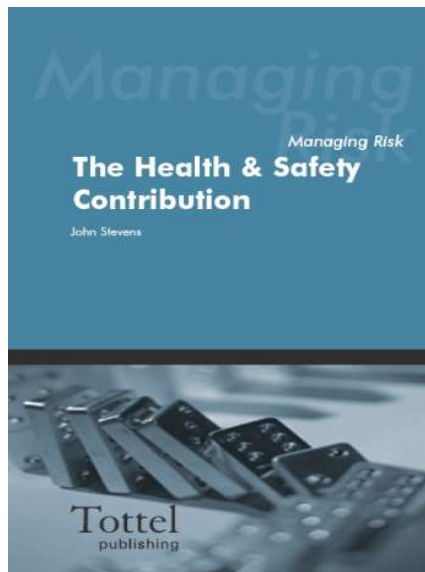
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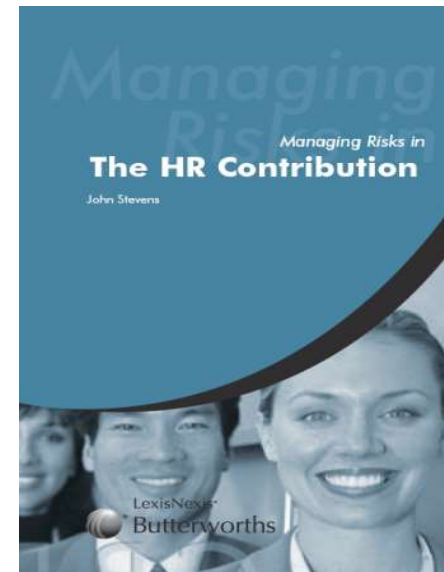


Published books

“Managing Risk –
The Health & Safety
Contribution”



“Managing Risk – The
Human Resources
Contribution”



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Deming Cycle



Continuous Improvement Cycle



Business Excellence

Business Strategy should include:

- **Occupational Safety & Health Risk Management (OSHRM) as Part of**
 - **Normal business and operational processes**
- e.g.**

**Built In – Not Bolted on
(as an after-thought)**



Standard – ISO 45001 (currently)

Focuses on Effective Business Management

- Leadership
- Planning
- Support Mechanisms
- Operational Management
- Performance Evaluation, and
- Continuous Improvement



Need for a Global Standard

International Labour Office (ILO) Annual Statistics:

- 2.3 million people killed by workplace accidents / diseases
- 6,300 workplace deaths per day (1 every 15 sec)
- 313 million non-fatal work accidents
- 160 million people with occupational diseases
- Approx. 4% of World GDP – cost of deaths/injuries/diseases



ISO 45001 Implementation - 1

WILL

- Improve the process of OSHRM
- Challenge existing Business processes
- Enhance Organisational Operations
- Give Accredited Businesses a Leading Edge
- Reduce Risks to Workers



ISO 45001 Implementation - 2

WILL

- Assist global awareness of OSHRM
- Promote a positive business focused & integrated approach to OSHRM
- Support the drive towards Business Excellence
- Ensure continuous improvements in business management in all accredited organisations



Historical Development – 1

Evolution, not Revolution

1987:

- UK British Standards Institution (BSI) published BS 5750:1987 Quality Systems

1994:

- Prince Charles asked BSI to fast track a similar Environmental Management Standard (EMS) BS 7750:1994 Specification for Environmental Management Systems



Historical Development – 2

1995:

- IOSH (UK 'ASSE') asked BSI to develop BS 8750 Occupational Safety & Health Management Standards (OSH MS)
- Blocked by HSE (UK 'OSH') – 'they are only body able to accredit OSHMS's.'

1996:

- BSI produced a Guide (not a standard) BS 8800:1996 Guide to Occupational Safety and Health Management Systems



Historical Development – 3

1996:

- **BS EN ISO 14001 – Environmental Management Systems**

2000:

- **BS EN ISO 9001 – Quality Management Systems**

**Both achieved ISO recognition as European
Accreditable Standards**



Historical Development – 4

1999:

- BSI and Other Accrediting Agencies developed
- OHSAS 18001:1999 Occupational Health & Safety Management Systems – Specification

NB: Although commercially creditable, it was NOT an ISO Standard



Historical Development – 5

2001:

- ILO produced **Guidelines on Occupational Safety & Health Management Systems**

ILO-OSH 2001



POPIMAR

BS 8800, OHSAS 18001 and ILO-OSH all follow POPIMAR first introduced by HSE in 1991:

- Policy
- Organisation
 - Planning
- Implementation
 - Monitoring
 - Audit
 - Review



Plan, Do, Check, Act

PDCA – Closed Loop System

- POPIMAR + PDCA both follow:



Each Step is Audited – the more times you go round the Loop, the better is the Continuous Improvement



Historical Development – 6

2004:

- BS 8800 revised to take into account OHSAS 18001 + ILO 2001, but still not accreditable

2007:

- BSI revised OHSAS 18001 & introduced OHSAS 18002:2007 Occupational Health & Safety Management Systems – Guidelines for the implementation of OHSAS 18001:2007

But still not recognised by ISO



Historical Development – 7

2013:

- ISO set up ISO/PC 283 – committee of over 80 worldwide OSH experts to produce:
- ISO/CD 45001 Occupational Health & Safety Management Systems – Requirements with Guidance for Use
- 1st draft CD published in July 2014
- 2nd draft CD published in March 2015



AND Finally

2015:

- Draft International Standard ISO/DIS 45001 published on 1st December for public consultation

2016:

- Original planned launch date of October
- However



What does ISO 45001 look like?

- **1st Global OSHMS Standard**
- **Aims to prevent injury / diseases in workplaces - Worldwide**
- **Fits in with Business Excellence process and organisational goals**
- **Will reduce cost of work accidents & diseases – currently approx. 4% of World GDP**
- **Will have global recognition & application**



What is different / New?

Greater Emphasis on:

- Leadership
- Worker Engagement & Involvement
- Context of the Organisation – where does it fit in with business & operational processes
- Continual Improvement globally
- Reduction on the impact of poor OSHMS's worldwide



Way forward – Leadership

- Leaders need to be Visibly & Demonstrably involved in their organisations OSHMS for both internal & external operations
- Leaders need to ensure their OSHMS is ‘fit for purpose’ and works in practice
- Leaders must set the tone and focus of the organisation especially in respect of their OSHMS



Way forward – Effective OSHMS's

- **Business Focused & Fully integrated with business, commercial and operational processes**
- **Business strategy, goals and KPI's (leading & lagging) must include those related to OSHMS**
- **All leaders & workers must be fully involved in the design, creation, implementation & monitoring of your OSHMS – and receive specific training**
- **Link OSHMS performance to company & individual pay & bonuses**



ISO 45001 Format

Deming's – Plan, Do, Check, Act – Framework



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PLAN

- **What needs to be done to remove the risk of harm**
- **What control measures should be in place to combat health, as well as safety concerns**
- **Top management – the Leaders – take ownership of their OSHMS**



DO

- **Ensure all workers have skills / competence to undertake their jobs and effectively use the control measures in place**
- **Leaders to visibly demonstrate commitment to their OSHMS via a positive & pragmatic management style**
- **Leaders / all to value the input / impact of worker involvement / engagement**



CHECK

- Identify key elements of your OSHMS to be monitored
- Ensure system is working as designed / intended via integrated 'hazard control'
- Provide feedback and data to leaders / managers
- Mind the Gap (s)!

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ACT

- Plug any identified Gaps
- Identify opportunities for continual improvement
- Ensure all recommendations from **CHECK** phase are fully implemented within set time scales



Business Excellence – Principles

- OSH is seen to contribute to all business excellence (BE) components – productivity, profitability, competitiveness & sustainability
- Key success factors for BE & Standards compliance
 - Good, positive leadership
 - Sound business processes
 - Trained & skilled workforce
 - Operating in an open & trusting work environment

All included in ISO 45001



ISO 45001 vs OHSAS 18001 - 1

ISO 45001 includes more detail re:

- Context of the Organisation
- Leadership
- Worker Engagement
- Documented Information
- Risk & Opportunities



ISO 45001 vs OHSAS 18001 - 2

ISO 45001 includes more detail re:

- **Hierarchy of Control**
- **Supply Chain**
- **Leading & Lagging KPIs**
- **Compliance Status**
- **Continual Improvement**



Why is ISO 45001 an Improvement?

- Risk based, rather than Requirements focused
- No conflict with existing Standards
- Focused on Integrated Management Systems
- Provides streamlined approach for ALL sizes of organisations
- No transition arrangements from OHSAS 18001 – fresh start and new auditing regime
- Globally Agreed Standard



ISO 45001 Requirements – 1

- **Leaders / top management**
 - Take ownership & accept responsibility
 - Demonstrate commitment to proactive OSH culture & management process
- **Context of Organisation**
 - Geographical
 - Geopolitical
 - Supply Chain Management
 - Public / stakeholder expectations



ISO 45001 Requirements – 2

- **Creation of internal systems / provisions for worker:**
 - Engagement
 - Involvement
 - Training & consultation
- **Identification of opportunities for continual improvement in OSH culture**
- **Standard conformity demonstrates compliance National Standards, because of risk based approach**



ISO 45001 – Detailed Content

- Follows agreed ISO protocol as per Annex SL

- Key section are:
 4. Context
 5. Leadership & worker participation
 6. Planning
 7. Support
 8. Operations
 9. Performance Evaluation
 - 10.Improvement



4. CONTEXT

This includes:

- Organisational understanding
- Needs of employees and others e.g. 3rd parties
- Scope of OSHMS



5. LEADERSHIP & PARTICIPATION

This includes:

- **Demonstrable commitment at all levels**
- **OSH Policy**
- **Defined Roles and Responsibilities**
- **Accountabilities and Authority**
- **Participation and consultation**



6. PLANNING

This includes:

- **Actions to address risks & opportunities**
- **Hazard identification & risk assessment**
- **Legal Requirements**
- **Action Planning**
- **OSH Objectives / targets & measurement**



7. SUPPORT

This includes:

- Resources – time , money, people
- Competence, skills, knowledge
- Awareness of Risk
- Communication – Two Way
- Documented Information
- Creating & updating OSHMS



8. OPERATIONS

This includes:

- **Planning & Control – Hierarchy of Control**
- **Change Management**
- **Procurement & Outsourcing – contractors & service providers**
- **Emergency Preparedness & Response**



9. PERFORMANCE EVALUATION

This includes:

- Performance monitoring
- Compliance evaluations
- Internal audit – mind the gaps
- Management Review



10. IMPROVEMENT

This includes:

- Incident data
- Non conformity logging
- Corrective Actions



Business Excellence & ISO 45001-1

- **ISO 45001 will encourage organisations worldwide to include OSHMS improvements as a key goal in their business strategy**
- **Globally recognised Standard will demonstrate to customers, supply chain, stakeholders and NGO's that accredited organisations are responsible and socially focused**



Business Excellence & ISO 45001-2

- **Change of historical focus:**
 - **From typically quality / safety of products; environmental best practices; employee pay & working conditions**
 - **To the inclusion of the prevention of death, injury and ill-health within the scope of business focus and public awareness**
- **Supply chain management will be enhanced as stakeholder expectations are raised with better OSHMS's throughout the supply chain worldwide**



ISO 45001 Global Benefits

- **Compatible with Business Excellence Model**
- **Cuts human, economic and social toll**
- **Addresses changing world of work**
- **Strategic attention to leadership & resource allocation**



ISO 45001 Org' Benefits

- **New Emphasis on the Big 3:**
 - Leadership
 - Engagement
 - Competent Advice
- **Improved Transparency & Accountability**
- **Enhanced Corporate Social Responsibility**
- **Greater Sustainability**
- **Better controlled Supply Chain Management**



ISO 45001 OSH Staff Benefits

- **Preparing company boards, CEO's for auditing and accreditation processes**
- **Understanding Context & Stakeholders expectations**
- **Leading the drive to an improved OSHMS, enhanced procurement and improved performance reporting**



Deming & Business Excellence

- ISO 45001 follows Deming's Plan, Do, Check, Act Model
- So does Business Excellence Model
- Deming's 1982 book "Out of Crisis" argues that to achieve Business Excellence i.e. to be successful organisations need:
 - Commitment
 - Ability to open up to new thinking

ISO 45001 gives you that opportunity



Deming 14. Manag't Principles – 1

Need to be followed in strict order to significantly transform quality & effectiveness of business operations thereby achieving business excellence:

- 1. Adopt a new philosophy – management to lead & know / accept responsibilities**
- 2. Create constancy of purpose towards continual improvement of all products & services, thereby being competitive and staying in business – creates positive employee response**



Deming 14. Manag't Principles – 2

3. Build quality in at design stage
4. End practice of awarding business on price only
5. Continual improvement of all management systems, including OSHMS
6. Implement on-the-job training and worker engagement



Deming 14. Manag't Principles – 3

7. Implement clear leadership / management & supervision to help workers / equipment to do a better job
8. Drive out fear so that everyone works effectively and efficiently – to create a just / blame free culture
9. Break down barriers between departments – remove silo's
10. Eliminate zero defect programmes; no productivity targets and no accident / disease targets



Deming 14. Manag't Principles – 4

11. Eliminate work quotas; eliminate management by numbers / numerical goals
12. Remove barriers that rob the hourly paid of their right to worker pride
13. Institute a vigorous programme of education & self improvement
14. Put everyone in the organisation working towards accomplishing the organisation's transformation – It's part of everyone's job



The answer is YES!

- Deming's 14. Principles are more relevant today, especially when aligned to ISO 45001
- ISO 45001 will lead to new emphasis on business excellence & improvements in OSHMS
- ISO 45001 provides a route to business excellence whilst achieving a more positive OSHMS leading to:
 - Better management of risks
 - Fewer deaths and injuries
 - Lower numbers of occupational ill-health

A WIN WIN SITUATION

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Any questions?

Please don't forget your feedback

