



WHITE PAPER

ISO 45001 Point of View

ISO 45001 is an occupational health and safety management system standard directed at a specific business element: the occupational health and safety (OH&S) of the workforce. The goal of ISO 45001 is to improve OH&S performance in preventing injury to, and protecting the health of, the workforce. The ISO 45001 standard is truly the first worldwide OH&S management system standard that provides a framework and requirements to improve employee safety, reduce workplace risks, and create better, safer working conditions.

The benefits of ISO 45001 are significant when implemented correctly. While the standard requires that OH&S risks be addressed and controlled, it also takes a systems, risk-based approach to the OH&S management system itself. This type of systemic approach will ensure that it is effective and that it is being continually improved to meet an organization's ever-changing environment. Moreover, given that this is an international standard, and takes health and safety global, it addresses compliance with current legislation and requirements, wherever implemented, worldwide. Thus, gaining certification and embracing the new standard can bring a host of corollary benefits, from reducing insurance costs by improving the overall safety and wellbeing of your organization to improving employee morale—all while continuing to meet your strategic targets.

Furthermore, by embracing the standard and gaining certification, your organization will take a public stance that distinguishes itself from businesses around the world as it will be evident to others where your business stands in terms of managing risks and developing a culture that cares for its people, its plant and its processes..

What Distinguishes this Standard from the Others?

Company-wide engagement, which includes consulting with employees at all levels of the organization (as well as contractors), is one of the distinct benefits of ISO 45001. The new standard recognizes the value of worker consultation in the development of better OH&S practices and places significant emphasis on employees actively participating in the development, planning, implementation, and continual improvement of the OH&S management system. Furthermore, prescribed within, the standard requires top management to take an active role in promoting a positive culture and communicating what needs to be done and, more to the point, why it's important. Thus, executives and senior leaders need to demonstrate that they are actively involved and taking steps to integrate the OH&S management system into the overall business processes.

Another distinguishing factor of ISO 45001 is that it asks organizations to assess the hazards posed by the design of work areas, processes, installations, machinery/equipment, operating procedures, and work organizations, including their adaptation to the needs and capabilities of the workers involved. In addition, the renewed focus on social factors (including the rest-to-work ratio), the culture in the organization and its leadership models will significantly impact the reliability of the organization. This, coupled with the requirement to assess how work is scheduled in the organization will not only increase reliability but will also provide a new way of future oriented thinking.

DEKRA's View on the ISO 45001

The standard, while quite prescriptive, is insufficient alone because it is merely a framework. The benefit of such a management system in driving performance and creating cultures that care is not so much in the system itself, but rather in the degree to which it is effectively implemented in the organization's business processes and supported by executive leadership. Those organizations that adopt the standard and reliably execute it are likely to achieve improved safety and health performance, moving toward an injury-free workplace.

The DEKRA approach is to work with our clients to develop the motivation and provide the skills and ongoing support so that care becomes "who we are".

The purpose of ISO 45001 is to "enable an organization to proactively improve its OH&S performance in preventing injury and ill-health," and provide guidance to operationalize achievement of these goals. We suggest beginning with an **organizational cultural assessment** to determine the safety maturity of the organization and create a path toward world-class performance, utilizing the discipline and structure of the management system framework. DEKRA has extensive experience in conducting organizational assessments and developing recommendations for safety performance and culture. The ISO 45001 system is a framework within which DEKRA can deliver a tailored set of tools and techniques that add value and resiliency to the organization's OH&S management system.

The ISO 45001 standards map well to the methodology that DEKRA utilizes to conduct a **Culture of Care diagnostic** (see Figure 1). Typically, a cultural diagnostic begins with a review of existing data to develop an understanding of the challenges impacting the culture and safety performance. This review allows DEKRA to identify what strengths should be built upon, where the greatest danger lies, and additional data required to fully understand the human factors impacting operational reliability. As part of the thorough diagnostic, we review the following elements relative to how they impact safety (these elements have also been identified to be important within the ISO 45001).

For many organizations, the Organizational Care Survey (OCS) is one method to benchmark culture and track improvement over time. However, the OCS is just one aspect of a comprehensive cultural assessment of the seven dimensions in a Culture of Care Framework (Figure 1) that use both quantitative (e.g., OCS) and qualitative (e.g., interviews, line-of-work observations, focus groups) to ascertain the current state of the organization. Once the assessment is complete, recommendations are provided, and organizations are then well-positioned to develop a strategic safety and reliability roadmap. This roadmap enables organizations to achieve objectives and create deep, sustainable improvement. DEKRA, is poised to support you and your organization to improve safety and reliability as well as to create the safety governance systems in which they function.

Culture of Care Dimensions	ISO 45001 Elements
Leadership	4.1 Understanding the organization and its context 4.3 Determining the scope of the OH&S management system 5.1 Leadership and commitment 5.2 OH&S policy 5.3 Organizational roles, responsibilities, accountabilities, and authorities 9.3 Management review
Working Engagement	4.2 Understanding the needs and expectations of workers and other interested parties 5.4 Participation and consultation 10.1 Incident, nonconformity, and corrective action
Control of Work	6.1 Actions to address risks and opportunities 7.3 Awareness 8.1 Operational planning and control 8.2 Management of change 8.3 Outsourcing 8.5 Contractors 8.6 Emergency preparedness and response 9.2 Internal audit
Learning & Development	7.1 Resources 7.2 Competence 8.4 Procurement 9.1 Monitoring, measurement, analyses, and evaluation 10.2 Continual improvement
Role of HSE	4.4 OH&S management system 6.2 OH&S objectives and planning to achieve them
Communication	7.4 Information and communication 7.5 Documented information

Figure 1. DEKRA Organizational Reliability's Culture of Care Dimensions Mapped onto the ISO 45001 Elements

Conclusion

DEKRA strongly supports ISO 45001 and recommends that organizations adopt the standard as it contains the essential elements of an effective safety management system, all while incorporating a continuous, systemic approach. However, given the intricacies and nuances of the standard, and to further support the success of the implementation, DEKRA strongly recommends seeking the consultative services provided by DEKRA in order to conduct an organizational assessment that would enable: 1) The development of an implementation roadmap to improve the safety

culture, and 2) Full execution of the ISO 45001 standard tailored to the needs of each organization. Given the level of expertise and experience working with safety management systems, DEKRA is well-positioned and equipped to support an organization's journey to achieve OH&S excellence. We urge organizations to act now and distinguish themselves from businesses around the world by supporting, endorsing, and successfully implementing the ISO 45001 standard.

DEKRA Organisational & Process Safety

DEKRA Organisational and Process Safety are a behavioural change and process safety consultancy company. Working in collaboration with our clients, our approach is to assess the process safety and influence the safety culture with the aim of 'making a difference'.

In terms of behavioural change, we deliver the skills, methods, and motivation to change leadership attitudes, behaviours and decision-making among employees; supporting our clients in creating a culture of care and measurable sustainable improvement of safety outcomes is our goal.

The breadth and depth of expertise in process safety makes us globally recognised specialists and trusted advisors. We help our clients to understand and evaluate their risks, and work together to develop pragmatic solutions. Our value-adding and practical approach integrates specialist process safety management, engineering and testing. We seek to educate and grow client competence to vide sustainable performance improvement; partnering with our clients we combine technical expertise with a passion for life preservation, harm reduction and asset protection.

We are a service unit of DEKRA SE, a global leader in safety since 1925 with over 45,000 employees in 60 countries and 5 continent. As a part of the world's leading expert organisation DEKRA, we are the global partner for a safe world.

We have offices throughout North America, Europe, and Asia.

For more information, visit www.dekra-uk.co.uk/en/dekra-organisational-and-process-safety/

To contact us: dekra-ops.uk@dekra.com

To contact us: +44 (0) 23 8076 0722

Would you like to get more information?

Contact Us