

# Project Plan Guidance

ISO 45001:2018

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## 1 Implementing a Management System

### 1.1 Introduction

As anyone who has experienced the implementation process can attest, developing a management system can seem intimidating. However, knowing how to address the implementation challenges in advance makes developing a successful management system much more realistic and will save unnecessary or costly problems in the future.

This guidance document walks readers through the complete implementation process using our 18-step methodology. Each of the 18 steps is divided into four or five separate sub-tasks that should be completed sequentially.

Project managers should use the Project Plan.xlsx to monitor implementation timelines and progress. Use the implementation checklists to initiate development and to evaluate the progress of the management system's development.

The process includes all the actions necessary for developing a process-based health and safety management system so it can be used to manage risk, satisfy customers, add value, and prevent defects while conforming to the relevant ISO management system standard.

Step	Activity	Week
1	Ensure the resources and finances to support the management system are available	1 – 2
2	Adopt the standards	2 – 4
3	Provide an overview of the requirements for key personnel	4 – 6
4	Conduct a gap analysis of your existing management system	6 – 14
5	Undertake the 1st management review and select a Certification Body	14
6	Commence work on rectifying the identified gaps	14 – 18
7	Establish the strategic direction of your company	18 – 20
8	Establish and communicate the policy, objectives, and performance indicators	20 – 22
9	Implement the supporting processes and procedures	20 – 28
10	Select external training providers and begin internal auditor training	26 – 30
11	Undertake the 2nd management review and amend the manual template	30
12	Begin internal auditing	30 – 34
13	Implement the corrective actions from Task 12	33 – 37
14	Undertake the 3rd management review	37
15	Conduct a 1st Stage audit readiness review	37 – 40
16	Certification Body 1st Stage Audit. Address 1st stage audit findings	40 – 43
17	Certification Body 2nd Stage Audit. Address 2nd stage audit findings	43 – 45
18	Verify and close-out 2nd stage audit findings and award certification	45 – 47

### 1.2 Where to Begin?

Begin with the assumption that you are already doing most of what ISO requires; you probably are! Start by reviewing your existing health and safety systems, policies, procedures, and processes that you have in place at the moment. Then, compare those with what ISO 45001 asks for. You may be surprised how much you already do. The standard will allow you to keep the things that work for you while refining those that do not.

3. Review the availability of resources and the information required to operate and support operational activities, including appropriate training and competency of personnel;
4. Review the process-based management techniques, including the examination of process measures;
5. Review plans to ensure performance objectives and targets are monitored, measured, and analyzed to realize the planned activities and achieve the planned results (e.g., verify performance information availability, percentage of nonconforming parts/products, percentage OTD);
6. Review applicable action taken when objectives/targets are not met to promote continual improvement;
7. Pursue audit trails that address stakeholder concerns or corrective action requests, performance against objectives, and relevant process controls.

## 3.7 Continual Improvement

The audit team should evaluate the organization's interrelated processes and activities for continual improvement of the management system, its processes, their conformity, and effectiveness to:

1. Ensure focus on issues that are important to the organization, their customers, and regulatory authorities; and
2. Determine the effectiveness of an organization's approach to continually improving process performance.

Your organization should demonstrate that they have a structured approach to continually improve the health and safety management system and its processes.

## 4 Implementation Methodology

Implementation checklists are used to manage sub-tasks and evaluate the completeness of the health and safety management system's development. Each of the 18 steps is divided into four or five separate sub-tasks that should be completed sequentially.

The methodology describes the steps to be undertaken and provides a detailed explanation of the various steps involved.

### Step 1 – Commitment & Resources

The first step in management system implementation is to establish leadership and management commitment to health and safety management. Obtain formal commitment and endorsement of Top management and secure the required budget and human resources.

A top-down approach to health and safety management is critical. Management should review the management system at regular intervals to ensure it is relevant and fit for purpose.

The implementation team members will be appointed by management and should be representative of all sections within your business. A team leader who will take ownership of driving management system implementation must be appointed. Regular meetings should be conducted, and an open communications process should be established.

### Step 2 – Adopt the Standards & Define Scope

Ensure that the contents and the philosophy of ISO 45001:2018 have been made clear and have been accepted. Setting out clearly what the management system will include enables its implementation to be project-managed.

You can establish your management system when Top management has made the appropriate commitments. When you have determined the scope of the health and safety management system, make sure that you document it, usually in a few statements or paragraphs contained in the health and safety manual.

## Step 3 – Training & Awareness

Awareness training should be given to all employees about the new elements of the management system and how it might affect their work. Training on the structure and content of the management system should be mandatory for all staff.

Provide an overview of the ISO 45001:2018 requirements to key personnel who will be taking the lead roles in implementing the health and safety management system. The identified members of the Implementation Team must attend this Seminar. Attendance of the Executive and Top management members is necessary.

All key stakeholders should be aware of the purpose and structure of the management system and the implementation strategy. Employees should be made aware of the health and safety management system policy and its objectives.

After training, employees should be comfortable using the health and safety management system after training. They will demonstrate their knowledge by locating and using the documented information related to their work. Employees should know:

1. Types of documented information that applies to their work;
2. Which forms to use, how to complete and process them;
3. Know how the safety policy relates to their work;
4. Know how the objectives relate to their work;
5. How to report nonconformances and issues for corrective action;
6. Understand the context of the organization;
7. Understand the risks and opportunities that affect their work.

## Step 4 – Gap Analysis & Action Plan

After defining the scope of the management system, the next step for the implementation team members is to benchmark the current situation. A gap analysis can be conducted to see where you currently are and where you would like to be and to identify the steps needed to get there.

Conducting an initial gap analysis is a critical step as it identifies the current status of the existing management system relative to the standard, and it provides a foundation for planning the development and implementation of the revised health and safety management system.

A gap analysis is a type of survey instrument used to determine the differences (gaps, also known as a 'delta') between your organization's management system and the requirements of standards like ISO 45001. A gap exists when current health and safety policies, processes, practices, or procedures do not fully meet the stated requirements.

Prepare the health and safety management system gap analysis results, draft the Action Plan detailing the tasks, actions, deliverables, owners, and timeframes, and submit to the H&S Manager for approval before proceeding to Step 5.