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- (d) arrangements, procedures, instructions or other internal documents used within the framework of the OSH management system.

3.5.2. The OSH management system documentation should be:

- (a) clearly written and presented in a way that is understood by those who have to use it; and
- (b) periodically reviewed, revised as necessary, communicated and readily accessible to all appropriate or affected members of the *organization*.

3.5.3. OSH records should be established, managed and maintained locally and according to the needs of the *organization*. They should be identifiable and traceable, and their retention times should be specified.

3.5.4. Workers should have the right to access records relevant to their working environment and health, while respecting the need for confidentiality.

3.5.5. OSH records may include:

- (a) records arising from the implementation of the OSH management system;
- (b) records of work-related injuries, ill health, diseases and incidents;
- (c) records arising from national laws or regulations dealing with OSH;
- (d) records of workers' exposures, surveillance of the working environment and workers' health; and
- (e) the results of both active and reactive monitoring.

3.6. Communication

3.6.1. Arrangements and procedures should be established and maintained for:

- (a) receiving, documenting and responding appropriately to internal and external communications related to OSH;
- (b) ensuring the internal communication of OSH information between relevant levels and functions of the *organization*; and
- (c) ensuring that the concerns, ideas and inputs of workers and their representatives on OSH matters are received, considered and responded to.

Planning and implementation

3.7. Initial review

3.7.1. The *organization's* existing OSH management system and relevant arrangements should be evaluated by an initial review, as appropriate. In the case where no OSH management system exists, or if the *organization* is newly

established, the initial review should serve as a basis for establishing an OSH management system.

3.7.2. The initial review should be carried out by competent persons, in consultation with workers and/or their representatives, as appropriate. It should:

- (a) identify the current applicable national laws and regulations, national guidelines, tailored guidelines, voluntary programmes and other requirements to which the *organization* subscribes;
- (b) identify, anticipate and assess hazards and risks to safety and health arising from the existing or proposed work environment and work organization; and
- (c) determine whether planned or existing controls are adequate to eliminate hazards or control risks;
- (d) analyse the data provided from workers' health surveillance.

3.7.3. The result of the initial review should:

- (a) be documented;
- (b) become the basis for making decisions regarding the implementation of the OSH management system; and
- (c) provide a baseline from which continual improvement of the *organization's* OSH management system can be measured.

3.8. System planning, development and implementation

3.8.1. The purpose of planning should be to create an OSH management system that supports:

- (a) as the minimum, compliance with national laws and regulations;
- (b) the elements of the *organization's* OSH management system; and
- (c) continual improvement in OSH performance.

3.8.2. Arrangements should be made for adequate and appropriate OSH planning, based on the results of the initial review, subsequent reviews or other available data. These planning arrangements should contribute to the protection of safety and health at work and should include:

- (a) a clear definition, priority setting and quantification, where appropriate, of the *organization's* OSH objectives;
- (b) the preparation of a plan for achieving each objective, with defined responsibility and clear performance criteria indicating what is to be done by whom and when;

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- (c) the selection of measurement criteria for confirming that the objectives are achieved; and
 - (d) the provision of adequate resources, including human and financial resources and technical support, as appropriate.

3.8.3. The OSH planning arrangements of the *organization* should cover the development and implementation of all the OSH management system elements, as described in Chapter 3 of these guidelines and illustrated in figure 2.

3.9. Occupational safety and health objectives

3.9.1. Consistent with the OSH policy and based on the initial or subsequent reviews, measurable OSH objectives should be established, which are:

- (a) specific to the *organization*, and appropriate to and according to its size and nature of activity;
- (b) consistent with the relevant and applicable national laws and regulations, and the technical and business obligations of the *organization* with regard to OSH;
- (c) focused towards continually improving workers' OSH protection to achieve the best OSH performance;
- (d) realistic and achievable;
- (e) documented, and communicated to all relevant functions and levels of the *organization*; and
- (f) periodically evaluated and if necessary updated.

3.10. Hazard prevention

3.10.1. Prevention and control measures

3.10.1.1. Hazards and risks to workers' safety and health should be identified and assessed on an ongoing basis. Preventive and protective measures should be implemented in the following order of priority:

- (a) eliminate the hazard/risk;
- (b) control the hazard/risk at source, through the use of engineering controls or organizational measures;
- (c) minimize the hazard/risk by the design of safe work systems, which include administrative control measures;
- (d) where residual hazards/risks cannot be controlled by collective measures, the employer should provide for appropriate personal protective equipment, including clothing, at no cost and should implement measures to ensure its use and maintenance.

3.10.1.2. Hazard prevention and control procedures or arrangements should be established and should:

- (a) be adapted to the hazards and risks encountered by the *organization*;
- (b) be reviewed and modified if necessary on a regular basis;
- (c) comply with national laws and regulations, and reflect good practice; and
- (d) consider the current state of knowledge, including information or reports from *organizations*, such as labour inspectorates, occupational safety and health services, and other services as appropriate.

3.10.2. Management of change

3.10.2.1. The impact on OSH of internal changes (such as those in staffing or due to new processes, working procedures, organizational structures or acquisitions) and of external changes (for example, as a result of amendments of national laws and regulations, organizational mergers, and developments in OSH knowledge and technology) should be evaluated and appropriate preventive steps taken prior to the introduction of changes.

3.10.2.2. A workplace hazard identification and risk assessment should be carried out before any modification or introduction of new work methods, materials, processes or machinery. Such assessment should be done in consultation with and involving workers and their representatives, and the safety and health committee, where appropriate.

3.10.2.3. The implementation of a “decision to change” should ensure that all affected members of the *organization* are properly informed and trained.

3.10.3. Emergency prevention, preparedness and response

3.10.3.1. Emergency prevention, preparedness and response arrangements should be established and maintained. These arrangements should identify the potential for accidents and emergency situations, and address the prevention of OSH risks associated with them. The arrangements should be made according to the size and nature of activity of the *organization*. They should:

- (a) ensure that the necessary information, internal communication and coordination are provided to protect all people in the event of an emergency at the worksite;
- (b) provide information to, and communication with, the relevant competent authorities, and the neighbourhood and emergency response services;
- (c) address first-aid and medical assistance, firefighting and evacuation of all people at the worksite; and
- (d) provide relevant information and training to all members of the *organization*, at all levels, including regular exercises in emergency prevention, preparedness and response procedures.

3.10.3.2. Emergency prevention, preparedness and response arrangements should be established in cooperation with external emergency services and other bodies where applicable.

3.10.4. Procurement

3.10.4.1. Procedures should be established and maintained to ensure that:

- (a) compliance with safety and health requirements for the *organization* is identified, evaluated and incorporated into purchasing and leasing specifications;
- (b) national laws and regulations and the *organization's* own OSH requirements are identified prior to the procurement of goods and services; and
- (c) arrangements are made to achieve conformance to the requirements prior to their use.

3.10.5. Contracting

3.10.5.1. Arrangements should be established and maintained for ensuring that the *organization's* safety and health requirements, or at least the equivalent, are applied to contractors and their workers.

3.10.5.2. Arrangements for contractors working on site should:

- (a) include OSH criteria in procedures for evaluating and selecting contractors;
- (b) establish effective ongoing communication and coordination between appropriate levels of the *organization* and the contractor prior to commencing work. This should include provisions for communicating hazards and the measures to prevent and control them;
- (c) include arrangements for reporting of work-related injuries, ill health, diseases and incidents among the contractors' workers while performing work for the *organization*;
- (d) provide relevant workplace safety and health hazard awareness and training to contractors or their workers prior to commencing work and as work progresses, as necessary;
- (e) regularly monitor OSH performance of contractor activities on site; and
- (f) ensure that on-site OSH procedures and arrangements are followed by the contractor(s).

Evaluation

3.11. Performance monitoring and measurement

3.11.1. Procedures to monitor, measure and record OSH performance on a regular basis should be developed, established and periodically reviewed.