Recommended Practices for Safety and Health Programs
Voluntary Standards
Crosswalk

There are a variety of standards, guidelines, and models available to help establish or improve a safety and health program. The Correspondence Among Existing Safety and Health Program Standards, Guidelines, and Recommended Practices table on the following pages compares the core elements and action items from OSHA's Recommended Practices for Safety and Health Programs to similar standards and guidelines. You may find this helpful if you are trying to select the framework best suited for your business. It covers the following:

- **OSHA's original 1989 Safety and Health Program Management Guidelines**. If you have been following these guidelines, use the crosswalk to see what changes OSHA has made. Many of the changes incorporate best practices introduced in some of the other models shown here.

- **OSHA's Voluntary Protection Program (VPP) "Star" criteria (2008) (PDF)**. See Chapter III. Free download. Since the VPP was established, thousands of workplaces have followed the VPP model to implement effective programs.

  – OSHA provides special recognition to sites that have achieved VPP. If recognition is important, VPP may be a good choice. Note that some in VPP base their programs on OSHA's Recommended Practices, ANSI/AIHA Z-10, or ISO 45001.

  – If VPP is used elsewhere in your organization, or if you would benefit from the network of existing workplaces already following VPP, this may be a good model for you.

- **International Labour Organization's Guidelines on Occupational Safety and Health Management (PDF) (2001)**. Free download. The ILO guideline was the first international model for safety and health program development. It reflects ILO's tripartite approach of engaging representatives from government, labor, and employer. This guideline covers practices recommended both at the national level as well as the individual employer level.

- **ANSI/AIHA Z-10 (2012)**. The first American national standard for safety and health programs, the Z-10 standard was jointly published by the American National Standards Institute and the American Industrial Hygiene Association. Copies of the standard can be purchased through the ANSI webstore.

  – Following a standard such as Z-10 or ISO 45001 may be more appropriate for businesses that use other types of management systems, e.g., for quality or environmental compliance.

- **National Safety Council's (NSC's) Journey to Safety Excellence**. NSC is a nonprofit organization dedicated to preventing workplace injuries, illnesses, and deaths. NSC's Journey to Safety Excellence helps small, medium, and large companies become competent at finding and fixing workplace hazards, by applying a safety and health program approach.

  – A small or medium-sized business striving towards excellence in safety management may find this helpful; however, registration is required to access.

- **ISO 45001:2018**. As the first truly international safety and health program standard involving over 70 countries, these standards align with other ISO management system standards, such as ISO 9001 (quality) and ISO 14001 (environment). As with other ISO standards, any organization can subject its program to verification through a network of third-party registrars. Can be downloaded from the ISO Store or ANSI webstore.

  – If your organization would benefit from third-party registration or is currently following ISO 9001 and/or ISO 14001, this may be a good standard to consider.

Correspondence Among Existing Safety and Health Program Standards, Guidelines, and Recommended Practices						
OSHA Recommended Practices (2016)	**OSHA Guidelines (1989)**	**VPP Star (2000)**	**ILO-OSH (2001)**	**ANSI Z10 (2012)**	**NSC Journey to Safety Excellence (2013)**	**ISO 45001 (2018)**

1. Management leadership
• Communicate commitment to a safety and health program
• Define program goals and expectation
• Allocate resources
• Expect performance
	1. Management commitment and employee involvement
	• Policy
	• Goals and objectives
	• Communication of responsibilities
	• Authority and responsible parties
	• Accountability (managers, supervisors, employees)
		1. Management leadership and employee involvement
		• Policy
		• Goals and objectives
		• Planning
		• Written SHMS
		• Communication
		• Responsibilities
		• Resources
		• Accountability (managers, supervisors, employees)
		• Employee participation
			Policy
			• 3.1 Occupational safety and health policy
			Organizing
			• 3.3 Responsibility and accountability
			• 3.5 Occupational safety and health management system documentation
			• 3.6 Communication
			Planning and implementation
			• 3.9 Occupational safety and health objectives
				3. Management leadership and employee participation
				• Management leadership
				  ○ 3.1.2 Policy
				  ○ 3.1.3 Roles and responsibilities
				4. Planning
				• 4.3 Objectives
				• 4.4 Implementation plans and allocation of resources
					2. Leadership and employee engagement
					• Management leadership and commitment
					• Creating a safety culture
					3. Safety management systems
					• Integrating safety with other business processes
					• Workplace design and engineering
					5. Performance measurement
					• Goal setting, rewards and incentives
					• Obtaining financial support for safety and health initiatives
					• Predictive analysis
						5. Leadership and worker participation
						• 5.1 Leadership and commitment
						• 5.2 OH&S policy
						• 5.3 Organizational roles, responsibilities and authorities
						6. Planning
						• 6.2 OH&S objectives and planning to achieve them
						• 6.2.1 OH&S objectives
						• 6.2.2 Planning to achieve OH&S objectives
						7. Support
						• 7.1 Resources
						• 7.4.2 Internal communication

2. Worker participation • Encourage workers to report safety and health concerns • Encourage workers to participate in the program • Involve workers in all aspects of the program • Give workers access to safety and health information • Remove barriers to participation		**1. Management leadership and employee involvement** • Employee participation	**Policy** • 3.2 Worker participation	**3. Management leadership and employee participation** • Employee participation	**2. Leadership and employee engagement** • Workforce involvement	**4. Context of the organization** • 4.2 Understanding the needs and expectations of workers and other interested parties **5. Leadership and worker participation** • 5.4 Consultation and participation of workers

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3. Hazard identification and assessment • Collect existing information about workplace hazards • Inspect the workplace • Conduct incident investigations • Identify hazards associated with emergency and non-routine situations • Characterize the nature of identified hazards, determine the controls to be implemented, and prioritize the hazards for control	**2. Worksite analysis** • Baseline worksite survey • New facility, process, material, and equipment planning • Hazard analysis (including injury and illness trends) • Inspections • Employee feedback	**b. Worksite analysis** • Baseline worksite survey • New facility, process, material, and equipment planning • Health hazard identification (industrial hygiene sampling rationale) • Routine evaluation of individual jobs • Routine self-inspections • Employee feedback • Accident investigation • Accident/illness trend analysis	**Planning and implementation** • 3.7 Initial review • 3.8 System planning, development and implementation **Evaluation** • 3.12 Investigation of work-related injuries, ill health, diseases and incidents, and their impact on safety and health performance	**4. Planning** • 4.1 Initial and ongoing reviews • 4.2 Assessment and prioritization • 5.1.1 Risk assessment	**4. Risk reduction** • Hazard identification • Risk assessment • Job planning • Fatigue management • Ergonomics • Industrial hygiene • Slip, trip, and fall management • Transportation safety • Incident investigation • Emergency preparedness and response	**6. Planning** • 6.1.2 Hazard identification and assessment of risks and opportunities • 6.1.4 Planning action **8. Operation** • 8.2 Emergency preparedness and response • 8.1.3 Management of change **10. Improvement** • 10.2 Incident, nonconformity and corrective action

4. Hazard prevention and control
• Identify control options
• Select controls
• Develop and update a hazard control plan
• Select controls to protect workers during non-routine operations and emergencies
• Implement selected controls in the workplace
• Follow up to confirm that controls are effective
	3. Hazard prevention and controls
	• Procedures for controls (hierarchy of engineering, PPE, etc.)
	• Emergency preparedness
	• Medical program
		c. Hazard prevention and controls
		• Certified Professional Resources
		• Hazard Elimination and Control Methods
		• Hazard Control Programs
		• Occupational Health Care Program
		• Preventive Maintenance of Equipment
		• Tracking of Hazard Correction
		• Disciplinary System
		• Emergency Preparedness and Response
		• Emergency preparedness
			Planning and implementation
			• 3.10 Hazard prevention
			  ○ 3.10.1 Prevention and control measures
			  ○ 3.10.2 Management of change
			  ○ 3.10.3 Emergency prevention, preparedness and response
			  ○ 3.10.4 Procurement
				5. Implementation and operation
				• 5.1.2 Hierarchy of controls
				• 5.1.3 Design review and management of change
				• 5.1.4 Procurement
				• 5.1.6 Emergency preparedness
						8. Operation
						• 8.1 Operational planning and control
						• 8.1.1 General
						• 8.1.2 Eliminating hazards and reducing OH&S risks
						• 8.1.3 Management of change
						• 8.1.4 Procurement

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5. Education and training • Provide program awareness training • Train workers on their specific roles and responsibilities in the safety and health program • Train workers on hazard identification and controls	**4. Safety and health training** • Train employees • Supervisor responsibilities • Management responsibilities	**d. Safety and health training** • Train employees • Supervisor responsibilities • Management responsibilities	**Organizing** • 3.4 Competence and training	**5. Implementation and operation** • 5.2 Education, training, awareness, and competence	3. Safety management systems • Hiring, training, and workforce development	7. Support • 7.2 Competence • 7.3 Awareness
6. Program evaluation and improvement • Monitor performance and progress • Verify the program is implemented and is operating • Correct program deficiencies and identify opportunities to improve	**1. Management commitment and employee involvement** • Review program operations at least annually	**1. Management leadership and employee involvement** • Annual evaluation	**Evaluation** • 3.11 Performance monitoring and measurement • 3.13 Audit • 3.14 Management review • 3.15. Preventive and corrective action • 3.16. Continual improvement	**6. Evaluation and corrective action** • 6.1 Monitoring, measurement, and assessment • 6.2 Incident investigation • 6.3 Audits • 6.4 Corrective and preventative actions • 6.5 Feedback to the planning process **7. Management review** • 7.1 Management review process • 7.2 Management review outcomes and follow up	3. Safety management systems • Audits, inspections, and behavior-based safety **5. Performance measurement** • Lagging and leading indicators	**9. Performance evaluation** • 9.1 Monitoring, measurement, analysis and performance evaluation • 9.1.1 General • 9.1.2 Evaluation of compliance • 9.2 Internal audit • 9.2.1 General • 9.2.2 Internal audit programme • 9.3 Management review **10. Improvement** • 10.2 Incident, nonconformity and corrective action • 10.3 Continual improvement
7. Coordination and communication on multiemployer worksites • Establish effective communication • Establish effective coordination		**1. Management leadership and employee involvement** • Contract workers	**Planning and implementation** • 3.10.5. Contracting **Organizing** • 3.5. Occupational safety and health management system documentation • 3.6. Communication	**5. Implementation and operation** • 5.1.5 Contractors • 5.4 Document and record control process	3. Safety management systems • Contractor and supply chain management	**7. Support** • 7.4.1 General • 7.4.3 External communication **8. Operation** • 8.1 General • 8.1.4.1 Procurement • 8.1.4.2 Contractors • 8.1.4.3 Outsourcing