

OSH Sustainability: Management System Approach and Business Strategic Planning Integration Enhance Management Commitment

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ABSTRACT

Objective: An effective management system can play a crucial role in supporting Occupational Health and Safety (OHS) sustainability within an organization. This paper explores on how understanding an organization's lifecycle perspective can support top management commitment to promoting OHS sustainability through a management system. **Method:** Since the inception of ISO45001 in March 2018, from observation and engagement with Top Management and OHSMS Coordinator, the author found out that understanding the lifecycle perspective of an organization can help top management to make a strong commitment to promoting OHS sustainability through a management system. Focus group discussions have been conducted involving 13 Multi National Companies (MNC) and 48 Small Medium Enterprise (SME) with a total participants of 325 and 193 respectively. A sample of lifecycle development, alignment with 'strategic, operational, tactical' objectives target within the organization shows the linkage and aligned with Business Strategic Planning were discussed and shared. **Results:** Common themes arose from these focus group discussions were prioritizing risk management, fostering a culture of prevention, encouraging long-term thinking, and promoting stakeholder engagement. Understanding the lifecycle perspective of an organization can help top management make a strong commitment to promoting OHS sustainability through a management system. The following are how a lifecycle perspective could support top management's commitment (Outcome from focus group discussion): (i) Identifying Key Stages: By understanding the key stages of an organization's lifecycle, top management can identify when OHS sustainability is most critical. For example, during the startup phase, there may be a higher risk of incidents due to lack of experience or resources. By prioritizing OHS sustainability during this phase, top management can establish a strong foundation for a safe and sustainable operation. (ii) Fostering a Culture of Prevention: A lifecycle perspective Provide ways for top management to foster a culture of prevention throughout an organization. By emphasizing the importance of risk management and continuous improvement from the earliest stages of an organization's lifecycle, top management can embed these values into the organization's culture and practices. (iii) Encouraging Long-Term Thinking: A lifecycle perspective provide ways for top management to think beyond short-term gains and prioritize long- term sustainability. By considering the impact of current decisions on future stages of the organization's lifecycle, top management can ensure that OHS sustainability remains a priority throughout the organization's evolution. (iv) Promoting Stakeholder Engagement: A lifecycle perspective offers insight to top management to engage with stakeholders, including employees, customers, and regulators, to promote OHS sustainability. By understanding the needs and expectations of stakeholders throughout the organization's lifecycle, top management could develop effective strategies for promoting OHS sustainability. **Conclusion:** Understanding the lifecycle perspective of an organization could help top management to make a strong commitment to promoting OHS sustainability through a management system. By prioritizing risk management, fostering a culture of prevention, encouraging long-term thinking, and promoting stakeholder engagement, top management can establish a strong foundation for a safe and sustainable operation.

Keywords: OHS Sustainability, Business Strategic Planning, Management System Approach, Lifecycles perspective, Management Commitment
