



INCREASING THE LEVEL OF COMPETENCIES OF OSH MANAGERS TO ENSURE HIGHER SECURITY AND PROSPERITY OF BUSINESSES

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Abstract

The essence of the contribution is to present the results of the analysis of current trends in the Occupational Health and Safety (OSH) managers' competencies and to propose a competence framework for OSH managers for the study program Crisis Management at the Faculty of Security Engineering (FSE UNIZA). The proposed framework respects the legislative, normative, and managerial requirements imposed on this position, resulting from current practice in Slovakia and global trends. The authors created a framework with the requirements for basic professional knowledge and skills in the field of OSH. Managerial knowledge, skills, tasks, responsibilities for performing activities, and the entire OSH management process are described. The position of OSH manager should be moved toward strategic management. OSH manager should bear responsibility for the entire OSH management process, i.e., design, manage, and control processes associated with the OSH management process.

Increasing the competence of health and safety managers will help companies minimize adverse impacts and increase prevention, safety, and company prosperity.

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1 INTRODUCTION

Security represents a crucial value for the company, which is the key to its prosperity and the achievement of the company's goals (According to Sak (2019), NIP 2023), security in the company is perceived as a state in which its existence, structure, or functions are not disturbed or threatened of the enterprise. From this point of view, it is necessary to perceive security comprehensively so the company and its values are not threatened. According to several authors (According to Gallimore 2022, Agnew 2023, Safety by Design 2021), safety is currently "declared as the highest priority of an organization". Businesses must take care of all areas of security about their business. In addition to the fact that companies must, as a priority, meet the conditions set by law regarding the areas of safety and health protection at work (OSH), they also implement management systems according to ISO 45001 for more effective compliance with all safety rules and the achievement of company goals.

Currently, the approach to OSH enforcement is changing, mainly due to political, economic, and social developments (IOSH 2022; NIOSH, 2022). The consequences of bad OSH management are far-reaching. They result in the loss of experienced people, extended absences, business interruption, increased work-related injuries, legal action, and rising insurance premiums. According to the ILO (2019), 2.78 million workers die each year from occupational accidents and diseases (of which 2.4 million are disease-related), and another 374 million workers suffer non-fatal occupational injuries. In addition to economic costs, there are intangible costs (which have not been fully taken into account in these figures), for human suffering caused by poor health and safety conditions. For companies to be able to prevent these consequences, it is necessary to have an effective mechanism in place that will ensure the correct approach of employers to the permanent increase in the level of health and safety in the company. Creating favorable working conditions and relationships affects the work process and has a positive economic effect (NIP, 2023).

According to Felknor et al. (2020), constantly increasing the level of health and safety brings loss reduction, higher productivity, efficiency, and quality of work, which affects the overall company performance and especially the safety of employees.

From the above, it follows that for an effective OSH management process to function in the company, it is necessary to ensure a professionally qualified manager with relevant managerial knowledge and skills in health and safety. The position of Occupational Health and Safety Manager (OHS Manager) should include the necessary professional competence and other competencies, i.e., knowledge, skills, and personality translations to ensure the entire OSH management process in the company.

2 OBJECTIVE AND METHODOLOGY

The paper aims to present the results of the analysis of current trends in the OSH managers' competencies and to propose a competence framework for the OSH manager for the study program Crisis Management at FSE UNIZA. The proposed framework respects the legislative, normative, and managerial requirements imposed on this position, resulting from current practice in Slovakia and global trends.

The analysis and comparison of previous findings on the occupational health and safety manager position confirms the high topicality of the issue. The key methodological source is our research aimed at determining the position of OSH managers in enterprises in Slovakia within the framework of the project APVV-20-0603 - Development of risk assessment tools for selected enterprises and professions in the Slovak Republic by EU requirements.

The authors used scientific methods to fulfill the stated goal of the paper:

- Basic baseline analysis of the current trends in the competencies of the OSH manager according to the processed results of international OSH institutions: IOSH - The Institution of Occupational Safety and Health,

EU-OSHA - the European Union Information Agency for Occupational Safety and Health, and others.

- Structured interviews and discussions with the OSH manager in a selected company in Slovakia.
- Analysis and assessment of the competencies of the OSH manager in the selected enterprise in Slovakia.
- Deduction and assessment of the findings for the occupational health and safety manager's competence framework proposal.
- Synthesis in the design of the competence framework of the OSH manager for the study program Crisis Management at the Faculty of Safety Engineering (FSE UNIZA (knowledge, skills, personal assumptions, tasks, and responsibilities).

2.1 Assessment of the competencies of OSH managers in the world

The Institution of Occupational Safety and Health (IOSH) is the world's authorized organization for occupational safety and health professionals. With more than 49,000 members in more than 130

countries, the institution is the world's largest professional organization for health safety (IOSH, 2022).

Following the strategic goals of improving, collaborating, and influencing, the IOSH institution set the condition to pay more attention to building skills throughout the profession. In 2022, they released an updated OSH manager competency framework after extensive research and consultation with OSH experts, employers, and other stakeholders. The updated framework reflects the significant changes that have occurred in the workplace over the past decade. Today's health and safety managers need balanced skills, knowledge, and behaviors to influence and manage change. That is more important than ever as economies recover from the global pandemic. The framework includes 69 competencies in three categories: technical, basic, and behavioral competencies of the OSH manager. The range and level of competence required for each specific role will vary and will depend on factors such as the sector, the individual's seniority or career level, and the size of the organization (IOSH, 2019, IOSH, 2022)



Fig. 1 The IOSH competency framework Occupational Health and Safety (OHS) Manager
Source: (Competency framework IOSH 2019, 2022)

The IOSH Competence Framework reflects current best practices in occupational safety and health. It is designed to be an actionable set of standards to help employees and employers maximize performance and minimize risk.

The competency framework provides a set of skills, knowledge, and behaviors that managers and employees can use to lead and take responsibility for their learning and development. Everyone's development needs will vary by role, level, and industry. Emphasis on specific core or behavioral competencies may vary between companies due to size, structure, or culture. The IOSH Competency Framework can improve performance by managing professional development and recruitment processes. Technical and core competencies focus on what the employee must do, while behavioral competencies provide clear guidance on how the employees should perform their roles. The competency framework can inform job descriptions, selection processes, and learning and development plans. It can also support performance management and help embed positive behavioral values that add value to employees' technical expertise (IOSH 2019, 2022):

A. Technical competencies of the OSH manager

This part of the framework includes a summary of OSH technical competencies that support the advisory capacity. They include an understanding of legislation, policy, risk management, incident management, and the impact of health, safety, and welfare on people. This section also includes new technical competencies such as sustainability, ethical practice, human capital, and community impact:

1. *Health and safety law*: Health and safety policy development; Principles of health and safety and other legislative frameworks; Health and safety governance; OSH management systems; Performance management; Health and safety auditing; Continuous improvement; Quality management.
2. *Risk management*: Horizon scanning; Risk identification and profiling; Risk assessment and analysis; Risk prioritization; Risk control,

mitigation, and resilience; Risk monitoring and reporting; Integrating health and safety risk into business risk processes; Occupational health and well-being; Business continuity.

3. *Incident management*: Incident management; Incident investigation; Incident reporting; Supporting a legal defense; Proficiency with incident cost analysis.
4. *Culture*: Organizational culture; Vulnerable workers; Employee welfare; Understanding of worker well-being; Health and safety competence; External visitors; suppliers and contractors; Responsiveness to changes in the modern workplace.
5. *Sustainability*: Sustainability; Human capital; Community impact; Financial sustainability; Ethical business practices.

B Core competencies of the OSH manager

It is a set of skills needed to support and enable good decision-making in the workplace. They include competencies related to strategy, planning, leadership, and management. These skills development will significantly increase the general effectiveness of the OSH manager.

6. *Strategy*: Strategy development; Business context (internal and external); Diversity and inclusion; Stakeholder management; Influencing; Knowledge management; Learning organization.
7. *Planning*: Planning and implementation; Financial management; Data analysis; Decision-making.
8. *Leadership and management*: Functional management; Visible leadership; Teamwork; Project management; Managing change; Conflict management.

C Behavioral competencies of the OSH manager

These competencies cover the way the OSH manager behaves in the workplace. They include working with stakeholders, ensuring good personal performance and professionalism, communicating, and working effectively with others. These competencies are the basis for building successful working relationships.

9. *Stakeholder management*: Collaboration; Being the 'trusted advisor'; Negotiating.

10. *Personal performance:* Personal responsibilities and accountabilities; Self-motivation and discipline; Prioritizing work; Driven by results; Problem-solving; Innovation and creativity.
11. *Communication:* Communicating effectively; Advocating for safety and inspiring people, providing constructive feedback; and Active listening.
12. *Cooperation with others Working with others:* Self-awareness; Commercial mindset; Empathy; Professional integrity; Coaching and mentoring.

2.2 Evaluation of the competences of the OSH manager in Slovakia

In the Slovak Republic, in small businesses, the position of health and safety manager is implemented in the form of outsourcing through safety and technical services. The safety and technical services provide the employer with consulting services in the field of professional, methodical, organizational, control, coordination, educational tasks, and other tasks in ensuring health and safety, especially in terms of the adequacy of workspaces and structures, work processes and work procedures, work tools and other technical equipment, work environment, and their technical, organizational and personnel security. In working conditions optimization, the safety and technical services influence the attitudes of the employer, managers, and employees towards safety and health protection at work (Act No. 124/2006 Coll.). A safety technician and an expert in prevention and protection in the specific field of safety and health protection perform the security services tasks in Slovakia. A safety technician is a natural person who possesses a valid certificate of professional competence as a safety technician issued by the National Labor Inspectorate. The legal requirements for obtaining a security technician are written explicitly in the law. However, the practice is demanding in many ways, and in some cases, there is also a cumulation of functions in safety.

In large enterprises, the position of health and safety manager is created and integrated into the structure of the enterprise. The OSH manager ensures compliance of business processes with

legislative requirements in the field of OSH. It ensures that the company meets OSH requirements, that the requirements are transferred into business processes using guidelines, work procedures, and other documents, and that these processes are executed properly. The health and safety manager is also in charge of managing risks arising from health protection, and his responsibility includes compliance reporting and negotiations with the authorities (NIP, 2022; BOZPO, 2022).

In Slovakia, the tasks and responsibilities of the OSH manager are defined as follows (Act No. 124/2006 Coll.; NIP, 2022), so the OSH manager:

- is responsible for creating a safety and health protection policy at work and for managing activities in the field of the environment by valid legislation,
- designs, manages, and controls the processes associated with the construction and development of the occupational health and safety management system,
- analyzes deficiencies identified in the framework of health and safety inspections and proposes corrective measures,
- analyzes work accidents, evaluates their causes, proposes measures to increase OSH,
- performs internal or external audits in the field of OSH management systems and environmental management systems,
- applies legislative requirements in the field of health and safety and the environment in the conditions of the organization,
- supervises the safe handling and storage of environmentally hazardous substances,
- identifies dangers and evaluates risks in the field of health and safety,
- identifies risks, environmental aspects, and impacts,
- proposes changes to work procedures and production technologies to minimize safety risks,
- familiarizes the employer, statutory bodies, and top management with the obligations of the organization according to regulations and standards in the field of health and safety,

- operatively solves problems and the organization of work in the event of breakdowns, accidents, floods, and other extraordinary events,
- orients himself on the legal regulations and technical standards in the field of health and safety and the field of the environment (water, air, waste, chemical substances, etc.),
- assesses and proposes changes to work procedures and production technologies about safety and hygiene regulations,
- assesses and evaluates technical and organizational ecological measures, prepares model systems of the impact of the organization's activities on the environment,
- assesses the planned production process, technologies, materials, substances, and investments from the point of view of environmental protection,
- examines individual cases of violations of standards and legal regulations in the field of the environment,
- checks the status and level of safety measures in the work process when taking over new machines, equipment, buildings, etc.
- performs verification and control of compliance with safety regulations, use of protective equipment, means, aids, and compliance with safety procedures,
- processes and submits complex reports in the fields of health and safety and the environment to the company management,
- proposes measures aimed at eliminating identified OSH and occupational hygiene risks,
- creates and issues company regulations and standards for safety and health at work and lists of risky workplaces,
- participates in negotiations with control and inspection bodies in the field of health and safety and the environment,
- issues binding instructions to ensure safe work for employees and workers of supplier organizations,
- ensures cooperation with the police force of the Slovak Republic and the state health and

- safety supervision authorities in the investigation of occupational accidents,
- provides training for employees of the organization and other persons, verifies the level of their knowledge in the field of OSH,
- realizes the fulfillment of selected obligations in the field of fire protection under valid legal regulations.

3 THE RESULTS

3.1 Analysis and assessment of the competencies of the OSH manager in a selected company in Slovakia

The authors analyzed the competencies of the OSH manager in a selected company in Slovakia. Their main activity is the production and sale of electricity. The company is the largest producer of electricity in Slovakia and one of the largest in Central Europe. In addition, it produces and sells heat and provides support services for the electricity system. The selected company in Slovakia operates 31 hydro-, two nuclear-, two thermal-, and two photovoltaic power plants with a total installed capacity of 4,143.8 MWe. The company's goal is to safely, reliably, efficiently, and competitively produce, sell, and trade electricity and heat, safely handle radioactive waste and spent nuclear fuel, and permanently reduce the impact of production processes on the environment. Thanks to a balanced composition of production resources in 2022, the company delivered almost 95% of electricity to the network without local carbon dioxide emissions (Selected Company in Slovakia, 2023).

3.2 Management of the OSH process in the selected enterprise

Selected company in Slovakia declares to adhere to principles and principles in the field of safety, health protection, fire protection, and prevention of serious industrial accidents. Safety, primarily nuclear safety and radiation protection as its integral part, are part of company management and are prioritized and permanently superior to production requirements and business profit. Every employee of the company is responsible for

safety within the scope of their competencies, responsibilities, and powers (Fig.2)

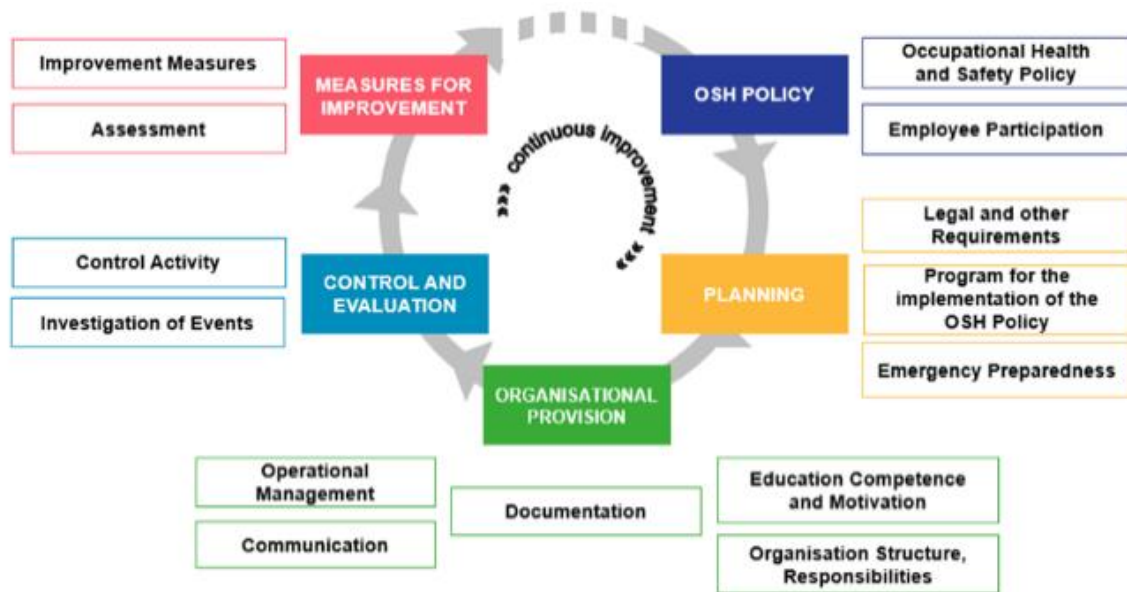


Fig. 2 Basic elements of the OSH management process (Mrasko, 2022)



Fig. 3 Position of the OSH process in the organization management system (Mrasko, 2022).

In all activities, the principles of a safety culture and open communication are applied, within which workers can express themselves freely on safety issues without fear of retribution. In the preparation of technical measures and activities

related to the operation of nuclear facilities, the principles of the strategy of protection in depth are applied, aimed mainly at prevention but also at mitigating the consequences of potential risks.

Safety management is an integral part of the company's Integrated Management System, in which the responsibilities and powers of line managers are clearly and unambiguously determined. OSH management is a "cross-cutting process", i.e., it affects all activities and processes of the organization.

The company has an effective emergency preparedness system in place, including employee training, which is permanently maintained and regularly practiced. The selection, supervision, and evaluation of suppliers are carried out in terms of their approach to safety and fulfillment of qualification and quality requirements. An open dialogue with the public, with supervisory authorities and local and regional state and self-government bodies is implemented.

Suitable conditions are created for all employees of the company to protect their health while performing work activities. The company supports open communication and cooperation with employees, employee representatives for safety, the occupational health service, and the trade union body and motivates employees to participate in solving safety and health protection issues.

Work risks, as well as potential causes of serious industrial accidents, are identified and evaluated. Measures are taken for the assessed risks, which ensure a minimum level of risk in terms of safety and protection of health, the environment, and property. Measures and measurable goals for continuous improvement in the field of safety are established and communicated, aimed at minimizing the impact of the work environment on the health of workers and the incidence of occupational accidents and approaching the strategic goal of zero accidents. Adequate material and financial resources are spent on achieving safety goals and fulfilling safety requirements, principles, and principles, increasing the education, qualifications, and awareness of employees.

With the aim of continuous improvement, the latest knowledge and experience in safety and health protection are used constantly. The development of the production and technical base is oriented towards such electricity and heat production technologies that reduce the negative impact on

the safety and health of employees. By implementing and evaluating the security policy, the company declares that it meets all legislative and other requirements in the relevant areas (Occupational Safety and Health, 2023).

Table 1 is an example of the basic and extended competencies of the OSH manager in a selected company in Slovakia, to be, to (Mrasko, 2022):

- a secured state of working conditions that exclude or minimize the effect of dangerous and harmful factors of the work process and work environment on the health of employees,
- minimized the occurrence of work-related health damage (occupational accidents, occupational diseases) and events that threaten the safety and health of employees.

Table 1 An example of the basic and extended competencies of an OSH manager in a selected company in Slovakia (Mrasko, 2022)

OSH MANAGER BASIC COMPETENCIES	OSH MANAGER EXTENDED COMPETENCIES
RISK ASSESSMENT	
<ul style="list-style-type: none"> ▪ Identify hazards and threats, assess risk, and prepare a written document on risk assessment for all activities performed by employees 	<ul style="list-style-type: none"> ▪ Active participation of the manager in the process of risk assessment and creation of the output document ▪ Participates in risk management ▪ Communicates ▪ Look for opportunities (identified risk can also be an opportunity for improvement)
RISK ASSESSMENT PPE	
<ul style="list-style-type: none"> ▪ Develop a list of provided personal protective work equipment based on risk assessment and evaluation of hazards arising from the work process and the work environment ▪ Provide the necessary effective personal protective equipment free of charge to employees who require it to protect their life or 	<ul style="list-style-type: none"> ▪ Actively participate in hazard assessment and risk assessment ▪ Based on the processed list of PPE, ensure the physical provision of PPE (reservation, issue from the warehouse) ▪ Check the proper (and correct) use of PPE ▪ Checks subordinate senior employees from the point of view of fulfillment of the stated requirement

health and keep records of their provision <ul style="list-style-type: none"> ▪ Ensure proper use of PPE 	<ul style="list-style-type: none"> ▪ Does not accept cases of non-use of PPE
AWARENESS AND INFORMATION OF THE EMPLOYEES	
<ul style="list-style-type: none"> ▪ The employer is obliged to adjust the method of notification by internal regulation, to define the requirements for the professional competence of its employees for notification and the regularity of repeated notification so that it is carried out at least once every two years 	<ul style="list-style-type: none"> ▪ Ensure subordinate employees attend the briefing on the required date ▪ Check the participation of employees in the required notification ▪ Personally carry out specific types of familiarization (starting at the workplace, with instructions for use, with safe work procedures, with dangers and threats and the result of the risk assessment, etc.) ▪ Require feedback from employees on the completed familiarization
NOTIFYING AND INFORMING SUPPLIERS	
<ul style="list-style-type: none"> ▪ The employer is obliged to ensure that the employees of another employer and natural persons who are entrepreneurs and are not employers, who will perform work at his workplaces and on his premises, receive the necessary information and instructions to ensure safety and health protection at work valid for his workplaces and premises. 	<ul style="list-style-type: none"> ▪ Ensure the supplier's participation in the initial training ▪ Ensure that the induction briefing is carried out at the workplace ▪ Ensure the provision of process and operational documentation necessary for the safe performance of work ▪ Uniform approach "employee" vs. "supplier"
MEDICAL ABILITY	
<ul style="list-style-type: none"> ▪ Classify employees for the performance of work concerning their health status, especially the result of the assessment of their health fitness for work, abilities, their age, and do not allow them to perform work that does not correspond to their health status, especially the result of 	<ul style="list-style-type: none"> ▪ Ensure the participation of employees in preventive medical examinations ▪ The result of the preventive medical examination should be taken into account in the work.

the assessment of their health fitness for work	
CONTROL ACTIVITY	
<ul style="list-style-type: none"> ▪ The employer is obliged to constantly check and require compliance with legal regulations and other regulations to ensure safety and health protection at work, principles of safe work, health protection at the workplace, and safe work procedures 	<ul style="list-style-type: none"> ▪ Carry out errand checks of the senior employee (planned and unplanned), record their results ▪ Daily, check how subordinate employees comply with safety regulations ▪ Also, use the Institute of Observations ▪ Regularly evaluate the results and outputs of control activities with subordinate senior employees and other employees ▪ Ensure the timely removal of identified deficiencies

3.3 Proposal of the competence framework of the OSH manager for the crisis management study program at FSE UNIZA

The proposed OSH manager competence framework for the study program Crisis Management at FSE UNIZA respects the current global trends established in institutions dealing with OSH issues (IOSH, 2022; EU-OSHA, 2022; ILO, 2022; ILO 2021; ACCA, 2021; VUBP, 2022), practice requirements (Mrasko, 2022), legislative requirements (Act No. 124/2006 Coll.), normative requirements (ISO 45001, 2018), as well as other managerial requirements placed on this OSH position in the Slovak Republic. The framework was created based on the long-term experience of the authors of the contribution from solving scientific research projects at FSE UNIZA, e.g., APVV-20-0603 - Development of risk assessment tools for selected enterprises and professions in the Slovak Republic by EU requirements.

Knowledge about the changing conditions in the external and internal environment of companies, risks in health and safety, and previous experience from the educational process as well as from the application of graduates in practice was also an important source. The essence of the framework is created and describes requirements for basic professional knowledge and skills in the field of health and safety, knowledge and skills in

risk management, managerial knowledge and skills, tasks and responsibilities for carrying out activities and the entire process of health and safety management., fig. 4., tab. 2.



Fig. 4 Competence framework of the OSH manager for the Crisis Management study program at FSE UNIZA

Table. 2 Competence framework of the OSH manager

COMPETENCE FRAMEWORK OF THE OSH MANAGER FOR THE CRISIS MANAGEMENT STUDY PROGRAM AT FSE UNIZA	
KNOWLEDGE IN OSH	
<ul style="list-style-type: none"> safety and health protection at work, work safety, legal regulations in the field of health and safety (e.g. Act No. 124/2006 Coll. on health and safety and on amendments to certain laws as amended and others), OSH management system according to ISO 45,000, security of technical systems, principles of safe operation of technical equipment, working environment and working conditions, 	<ul style="list-style-type: none"> work accidents and occupational diseases, categorization of works, environmental management (types of waste and their impact on the environment), environmental protection, environmental regulations, environmental management system ISO 14001, prevention of industrial accidents - causes and solutions of emergencies fire protection.
SKILLS IN OSH	
<ul style="list-style-type: none"> create, enforce, and develop an OSH policy, 	<ul style="list-style-type: none"> check, record, and report work accidents and occupational diseases

<ul style="list-style-type: none"> apply legal and other regulations in the field of health and safety, introduce and update the OSH management system in the company, monitor changes in legislative and normative OHS requirements, identify dangers and threats in the company, apply the principles of technical safety in the performance of the OSH manager, 	<ul style="list-style-type: none"> communicate with control authorities, check the effectiveness of preventive health and safety checks at workplaces, check the completeness and up-to-dateness of OSH documentation, evaluate the economic effectiveness of the OSH management system, implement training in the field of health and safety.
KNOWLEDGE OF RISK MANAGEMENT	
<ul style="list-style-type: none"> risk management, OSH risk management, identification, analysis, and evaluation of risks in OSH, proposal of measures to reduce the assessed risks in OSH, monitoring and reporting to top management, 	<ul style="list-style-type: none"> risk management methods and techniques, OSH audits, creation of OSH risk management documentation, creating a register of health and safety risks, integration of security risks into business management processes (quality, finance, production, HR...)
RISK MANAGEMENT SKILLS	
<ul style="list-style-type: none"> the ability to identify, analyze, and evaluate health and safety risks, master risk management methods, techniques, and tools, the skill to monitor sources of OSH risks, propose measures to reduce OSH risks, 	<ul style="list-style-type: none"> the ability to enforce measures to reduce OSH risks, skills in applying the principles of risk management in the field of health and safety. assessment of suitability and effectiveness of proposed measures to minimize OSH risks
MANAGERIAL KNOWLEDGE	
<ul style="list-style-type: none"> Management - from planning, strategy development, organizing, leading people, control, decision-making, communication, motivation, Crisis management – accidents Quality management, Audits, continuous improvement, Production management, 	<ul style="list-style-type: none"> Operational processes, technological procedures, Change management, Business continuity management, Project management, Personnel management - conflict management, Financial management, Information systems, data analysis.

MANAGERIAL SKILLS	
<ul style="list-style-type: none"> ▪ to forecast and recognize in time the effects of changes in the external and internal environment of the company, ▪ decide on adjustments to procedures, processes, and OSH resources to meet the set goals, ▪ objectively implement and evaluate health and safety audits, ▪ reveal deficiencies in the field of health and safety and propose measures to eliminate them. ▪ Investigate and eliminate disagreements in the field of health and safety, 	<ul style="list-style-type: none"> ▪ coordinate cooperation with other processes in the company, ▪ propose solutions to adjust the goals in OSH, ▪ propose measures to improve and innovate the OSH management system, ▪ create and enforce a culture of risks and safety in the company, ▪ assess interpersonal relationships at the workplace, ▪ motivate (inspire) and effectively communicate with workers about health and safety issues.
PERSONALITY PREREQUISITES AND OTHER SKILLS	
<ul style="list-style-type: none"> ▪ analyzing and solving problems, ▪ communication (dealing with people, ability to express, listening, negotiation), ▪ providing constructive feedback, ▪ coping with stressful situations, ▪ teamwork, ▪ empathy, ▪ intuition for detecting possible risks, 	<ul style="list-style-type: none"> ▪ flexibility in thinking (adaptability, flexibility...), ▪ financial literacy, ▪ creativity (creativity), ▪ information literacy, ▪ professional integrity, ▪ ethical business practices, ▪ organizing and planning work, ▪ personality development.
OTHER QUALIFICATION PREREQUISITES FOR THE OSH MANAGER	
<ul style="list-style-type: none"> ▪ Safety technician certificate according to law c. 124/2006 Coll. on health and safety and on amendments to specific laws, as amended, 	<ul style="list-style-type: none"> ▪ higher education in the field, ▪ intermediate English language. etc.

4 CONCLUSIONS

The benefit of the contribution is the presentation of results from:

- analyzes the competencies of OSH managers according to the world organization IOSH, which created them through extensive research, consultations with OSH experts, employers, and interested parties as well as from other sources.
- evaluation of the competencies of the OSH manager in Slovakia,
- assessment of the competencies of the OSH manager in the selected company in Slovakia,
- proposal of the competence framework (knowledge, skills, personality requirements) of the OSH manager for the study program Crisis Management at FSE UNIZA.

If companies want to ensure more safety and prosperity, they must constantly improve the health and safety of employees and create a safe working environment and working conditions. It follows from the above that FSE UNIZA responded to global changes and new requirements of the OSH manager and incorporated them on time into the accredited study program Crisis Management, i.e. that the graduates of that program are ready to perform the job position of OSH manager, respecting current global trends, practical requirements as well as legislative and normative requirements in the field of OSH in the Slovak Republic. The position of OSH manager should be a permanent job performed by theoretical training and practice. It was supposed to be directed to strategic management and bear responsibility for the entire OSH management process.

Increasing the competence of health and safety managers will help companies minimize adverse impacts and increase the prevention, safety, and prosperity of companies. The processed results contribute to the development of the discussion about the current competencies of OSH managers, not only in Slovakia but also in the world. The authors of the paper want to contribute to raising awareness of the effective management of the OSH process, paying more attention to OSH risk management and its significant impact on businesses and the entire society.

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