

OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

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Abstract: *The relevance of this work is intertwined with the problems of development of an occupational safety and health management system in the field of transport. Good working conditions and optimal safety should be of the priorities of the company management, because the safety and health together with profitability, quality and environment conservation are an integral aspect of their responsibilities. The realization that the safety and health of the employees are important indicators of the company is good understanding of the economic and organization benefits. The basic but underestimated factors for increasing the effectiveness of work are ensuring health and safety at work. Their provision within the organization's context leads to decreasing expenses of any nature, to improving the organization's image before the competitors and not last to increasing the effectiveness of labour.*

Keywords: work, organization, safety and health, management

1. Introduction

The contemporary philosophy of the nature of activity, which provides occupational safety and health, is an economic category, i.e. it is a business and should be considered as such. This activity is not an end in itself, but an element of a modern policy to efficient business, demanding also the relevant organization of integration of occupational safety and health activities to the working people with the main program and business organization of the company. This objective can be formulated in a different way – implementation of the elements related to safety and health in any activity and field of business. Put in such a way, the preliminary work becomes a resource to do the main activity, but not just a burden to the organization's management system.

2. Management of organization's occupational safety and health activities

The International Labour Organization (ILO) and the European Union make mechanisms, instruments and conditions for implementation of unification in the stages and forms for efficient occupational safety and health management. Different standards, methods and systems of management have been made, letting the inclusion of occupational health and safety activities in the company's policy. The different models, methodological guidance, standards and the so call 'codes of good practice' are not mandatory.

They are rather recommendation and foundation to achieve better level of prevention with results which can be measured regarding:

- Elimination of the risk of occupational morbidity and workplace accidents and the related to them loss of money and workforce;
- Improvement of the company's image by means of increase of competitiveness and the quality of labour, which element are the working conditions;
- Implementation of creative and professionally directed social dialogue.

The strategy of ILO and new strategy of the European Commission are directed towards a global approach to improve the quality of occupational safety and health (OSH) activities through implementation of modern OSH management systems at national and company's level. Considering the importance of this objective, ILO and EC direct their efforts to make conditions and implement unity in the stages and approaches for efficient safety and health management.

The Ministry of Labour and Social Policy and Ministry of Health recommend the employers with the active participation of the working people and committees for working conditions, on the grounds of the methodological guidelines of ILO (ILO-OSH 2001), to make and implement their, adapted to the activity nature, occupational safety and health management system (OSHMS), as an integral part of the company's management. The need and benefits of the implementation of OSHMS in the company is caused also by the complexity and nature of the activity providing OSH, because of the decision diversity (technical, organizational, economic, medical, social, etc.) and the broad range of influence of these decisions concerning any elements of the production environment.

The essence of health and safety management.

The company management model is a collection of personnel, united by the management of bodies, with a common objective and using the respective technical tools, technologies, materials and products, energy and other resources for making of new products or services through the

production process.

The company management is an organizational system, i.e. the subject and object of management are employees, doing the relative activities, related with the management of system elements. In this context, the subject is a collection of management levels and units. The management system makes and implements management influence, comprising any activities, performed in the system, which is managed, as well as such, related to its own organization and efficiency in view to achieve the objectives in the company policy.

The measures for occupational safety and health comprise:

- Protection from the dangers caused by the use of equipment, technology, labour organization and the personnel themselves;
- Any regimes of production system work;
- Any stages of the production system life cycle: design and construction, assembly, installation, operation, closure, liquidation.

In type, the measures to provide OSH are classified depending on the way of protection from hazards, which defines the level of protection, provided by them, namely:

- Priority measures – integrally related to the functioning of equipment and technology yet in the first stage of design to eliminate or reduce the risk up to safe levels. This is the so called 'intrinsic' or 'coherent' safety;
- Minor measures – to eliminate or reduce the risk, not controlled by the construction of equipment or technology, but by taking of extra technical safety measures, which should prevent the personnel from getting in direct contact with the hazard or to reduce its hazardous effects;
- Organizational measures – to stop the effect of hazardous factor upon the human by training and instruction, division of labour, coordination in the team and with the neighbours, as well as provision of the

needed safety communication;

- Personal protective equipment – to protect the worker from one or more hazardous factors;
- Active protective behaviour – defines the worker's behaviour and the order of execution of the types of work, related to possible hazards, which exist for real and are not eliminated by any of the aforementioned types of measures;
- Compensatory measures – applied at work in environment, which is hazardous for health and safety, when the foregoing measures are completed (preventive food, extra pay, reduced number of working hours, extended annual paid leave);
- Preventive medical protection from hazardous working conditions or the so-called health promotion and sanitary-household service of the personnel.

The presented classification of measures by type is their hierarchy of efficiency of personnel protection from the risks of production. The safety measures and means of their implementation can be considered as one system of protection.

The system of protection is defined as a functionally specific collection of personnel, equipment and practical activity, socially adjusted to the production system and being its integral part in order to provide OSH. The effective functioning of the system of protection and relevantly the provision of OSH is done by a number of operational activities related to the construction, setting, operation, maintenance and improvement of the separate elements of the system – equipment, organization and personnel. In the aspect of management of OSH exactly these activities are the object of management [1].

2.1. System of management of the occupational safety and health activities

Since 2003 the Ministry of Labour and Social Policy has provided for the use of methodical guidelines on OSH management systems (ILO-OSH 2001), proposed by the ILO. They are not of mandatory nature, but

more like practical guidelines, which can be used for a model of making of a company's OSHMS in order to meet the obligations to provide health and safety and to take the maximum benefit out of them by their implementation in the company policy. Basically, in their essence lies the perception that the good labour management founded on self-monitoring, self-assessment and appropriate improvement measures helps reducing the risk at the workplace to a high degree. Such management can be more efficient than simply to follow the separate legal regulations. It is believed that if the OSHMS is well tailored, this would be equal to a self-regulating management system, which would guarantee the company developing following a spiral model.

According to the guidelines and recommendation of ILO every company, regardless of its size and type of production, should make its own system of health and safety management. Making a management system for small businesses is very important. It should be a subject of control by the government authorities as well as a subject of providing assistance and cooperation by Occupational Medicine authorities. This means provision of training in health and safety management system for all specialists not only for the business, but also for the controlling and safety and occupational medicine authorities that would provide collaboration to the employers.

The management of OSH at the business is a specific activity and is a collection of all general management functions, which define the occupational safety and health policy, objectives and responsibilities of the separate units and employees, as well as their implementation by:

- Planning of the occupational safety and health (OSH);
- Operating activities and methods for execution of the requirements of OSH – implementation, support and improvement

of the system for protection;

- Any systematically performed activities for control and proving that the requirements on OSH are followed (control, audit, inspection, etc.);

- Business activities for further improvement of the efficiency (level of OSH) and effectiveness (ratio 'cost-use') of the activities and means (the elements of the system for protection), required for implementation of the OSH policy.

Following the OSH requirements according to the country rules and regulations are obligation and responsibility of the employer. They should have a leading role in the implementation of OSH activities at the business and do whatever necessary to make OSHMS. According to the

methodological guidelines OSHMS is made by and within the management system as it is defined as a functionally separate unit (subsystem) of the general management system of the business. It is a collection of elements – organizational structure, responsibilities, methods, procedures, processes and required resources, which interact in an organized way in order to develop, implement and performance of the business's policy of OSH.

The main factors and their core elements in the occupational safety and health management system are shown in Table 1 and they include: policy, organization, planning, performance, assessment and guidelines for improvement.

Table 1 Management system content

POLICY
Health and safety policy; Participation of employees
ORGANIZATION
Responsibility and accountability; Competence and training; Health and safety documentation; Communication
PLANNING AND IMPLEMENTATION
Initial inspection; Planning, making and implementation of OSHMS; Health and safety objectives; Prevention of hazards
ASSESSMENT
Performance; Installation and measurement (environment specs, traumas, general and occupational morbidity); Research; Audit; Management review of the implemented steps
IMPROVEMENT ACTION
Preventive and corrective measures; Continuous improvement

It can be seen from the table that the business policy is founded on the principles of national health and safety and it shall provide for the participation of employees. It is the foundation of the management system and sets the directions, which the organization /business, company/ should follow.

The business organization contains the elements of responsibility and accountability, competence and training, documentation and communication. It provides the specific participation of management and its responsibilities for the implementation of health and safety policy.

The planning and implementation contain the elements: initial inspection, planning of the management system and its implementation, setting specific objectives and initiation of activities to prevent risks arising from specific hazards. Through the initial inspection is found the condition of health and safety activities in correspondence to the regulations, which is a starting point of the business's health and safety policy.

The assessment contains elements of monitoring the execution of activities and indicators from the measurement of the specs of the working environment, traumas,

occupational morbidity, audit and review of what has been done by the management. The assessment, made as a result of periodical audit, shows how the system works, what its weaknesses are and where it should be improved.

The activities for improvement include preventive and corrective action as a result of the assessment and audit made, subject to the principle of continuous improvement. The necessity for continuous improvement of the health and safety activities is

underlined by continuous increase of the policy, methods and means of prevention and control of the occupational damage and diseases, as well as production traumas.

The provision of OSH is a collection of management and operating activities at the company. By reviewing the company as a system consisting of a subject and object of management, these activities can be presented by this generalized model shown in Table 2[2-3].

Table 2 Model of activities providing occupational safety and health

OCCUPATIONAL SAFETY AND HEALTH POLICY		
ORGANIZATIONAL ACTIVITIES	OPERATING ACTIVITIES	RESULT
Organization	Implementation of occupational safety and health working conditions	Occupational safety and health risk level
Planning	Prevention and liquidation of the negative accident effects	
Introduction of OSH measures at sites	Training, qualification, motivation and stimulation of the personnel	
Control, assessment and corrective activities		
Management review and continuous improvement		
MANAGEMENT ACITVITIES BY THE SUBJECT OF MANAGEMENT	ACTIVITIES FOR DIRECT IMPACT ON THE OBJECT	OSHMS

The introduction of company's OSH policy and the relevant management system would create the required conditions for making sure that the company activity corresponds to the state policy and OSH requirements under the Compulsory Safety Working Conditions act and the legal regulations [4].

3. Conclusions

The relevance of this work is intertwined with the problems of development of an occupational safety and health management system in the field of transport. Good working conditions and optimal safety should be of the priorities of the company management, because the safety and health

together with profitability, quality and environment conservation are an integral aspect of their responsibilities. The realization that the safety and health of the employees are important indicators of the company is good understanding of the economic and organization benefits. In other words, good business policy means the provision of safe and healthy labour and a product, which is safe and in demand, to be placed on market [5-6].

Occupational safety is of the priority, which should provide such working conditions where the harmful or dangerous factors should be kept to a minimum or within acceptable range.

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