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Date: 2008

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The manual Human Resources Management represents a collection of theoretical and practical aspects of management and development of human resources in one organization. It also offers tools which are used in these processes.

The Manual was prepared for the purpose of the project “Capacity Building Program 2008” and it is intended for the organizations-partners of OSCE and other civil society organizations.

The civil society organizations engage volunteers and employees (to a lesser extent). In Macedonia, for example, in 858 organizations there are total of 31,394 volunteers, whereas the assessment about the number of employees in the civil society organizations in Macedonia ranges to approximately 1,500 persons. No matter whether these are employees or volunteers, it is obvious that the civil society organizations mobilize significant human capital for which they have to take special care, for the purpose of their development and motivation. For this purpose, it is required to observe the basic concepts of the Human Resources Management, valid for every organization. Thus, it is more important to take care that the right people are engaged on right places, to offer them adjustment to the organization, its systems, procedures, values and culture, to offer an opportunity to acquire new knowledge and skills, their work to be

valued and assessed in fair manner, to establish systems which will enable motivation and enjoyment in their work and to enable them to “grow” in and “outgrow” the organization in order to have them as friends and lobbyists on other places and positions.

The Manual is an abstract of materials which are used by the Macedonian Center for International Cooperation (MCIC) in their training for Human Resources Management, with theoretical aspects from renown authors in this field and review of practical items which are important and characteristic for the civil society organizations.

The Manual presents the basic phases and elements in the management and development of the human resources: recruitment and selection, methods of staff selection, introduction and functioning of the staff, staff development through training, mentorship, management and evaluation of results, evaluation systems, 360 degree feedback, motivation, rewarding and systems for rewarding. Specific examples are included in the manual, as well as forms, questionnaires and directions which may be practically employed, with additional adjustments, in every single organization.

I hope that this manual will be of benefit to all those organizations which are prepared to move their focus from short-term to long-term thinking, from thinking in project frame to more comprehensive thinking for their organization and development of its biggest value – the people.