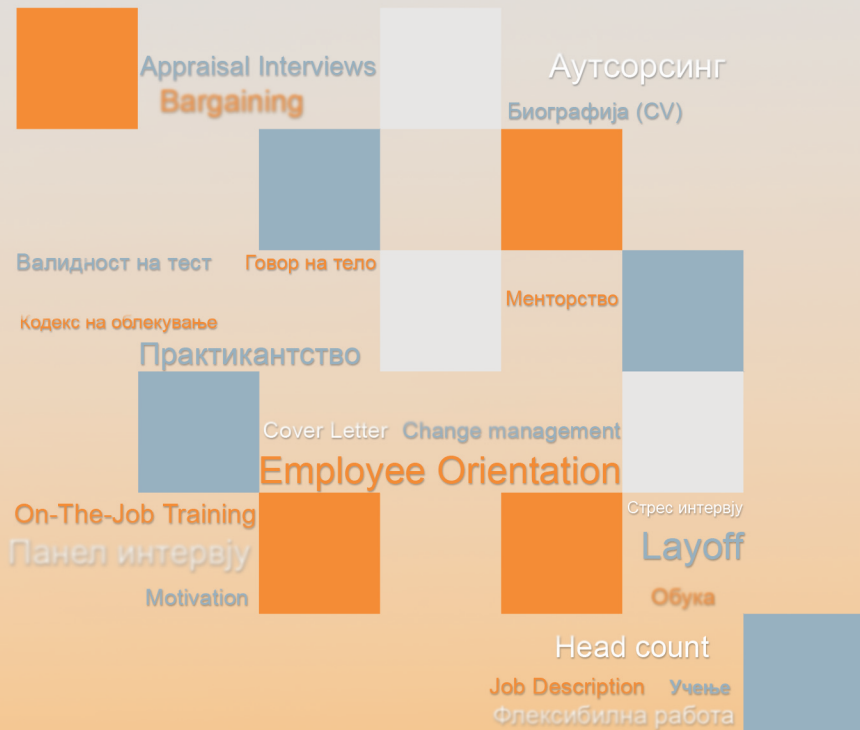


Поимник за управување и
равој на човекови
ресурси

Glossary of Human Resources
Management and Development
Terms



Glossary of Human Recourses Management and Development Terms

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360 Feedback An appraisal process which includes direct reports, peers, managers, customers or clients, and anybody who is familiar with their work can be included in the feedback process. An individual is rated on their performance by people who know something about their work. The individual usually makes a self-assessment on their performance.

A

Absenteeism The failure of employees to report to work when they are scheduled to do so.

Absenteeism Policy A policy consisting of disciplinary measures that provide direction within an organization about how to manage the state of chronic absence from work. With this training technique management trainees are allowed to work full time analyzing and solving problems in other departments within the company.

Action Learning Relates to the extent that HRM policies foster employee and organizational readiness for an acceptance of change

Advocates Employer or union representatives who argue a case before an industrial tribunal or court.

Alternation Ranking Method Ranking employees from best to worst on a particular trait.

Annual Bonus Plans that are designed to motivate short-term performance of managers and are tied to company profitability.

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Application Form	The form that provides information on education, prior work record, and skills.
Application form	Basic source of employment information covering qualifications, experience and other job relation data.
Appraisal Interview	A discussion following a performance appraisal in which supervisor and employee discuss the employee's rating and possible remedial actions.
Appraisal Interviews	An interview in which the supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths.
Assessment Centers	A situation in which management candidates are asked to make decisions in hypothetical situations and are scored on their performance. It usually also involves testing and the use of management games.
Attitude survey	A systematic method of determining what employees think about their job, supervision and the organization.
Authority	The right to make decisions, to direct the work of others, and to give orders.

B

Bargaining	This is another term for negotiation.
Behavior Modeling	A training technique in which trainees are first shown good management techniques in a film, are then asked to play roles in a simulated situation, and are then given feedback and praise by their superior.

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Behavioral competency	<p>The behavior qualities and character traits of a person. These act as markers that can predict how successful a person will be at the position he/she is applying for. Employers should determine in advance what behavioral competencies fit the position and create interview questions to find out if the candidate possesses them.</p> <p>Based on the premise that past behavior predicts future</p>
Behavioral Interview	<p>Performance. To assess how skills and abilities have been demonstrated, with open-ended questions that require a past situation to be described.</p>
Benchmark Job	<p>A job that is used to anchor the employer's pay scale and around which other jobs are arranged in order of relative worth.</p>
Benefits	<p>Indirect financial payments given to employees. They may include health and life insurance, vacation, pension, education plans, and discounts on company products, for instance.</p>
Bias	<p>The tendency to allow individual differences such as age, race, and sex to affect the appraisal rates these employees receive.</p>
Body language	<p>Non-verbal signals, such as facial expressions, that can indicate what a person is really thinking or feeling.</p>
Bonus	<p>A discretionary reward provided after the achievement of a goal.</p>
Boundary less careers	<p>Careers that involves switching jobs, specializations, companies, industries and locations. They many involve upwards, downwards and sideways moves.</p>

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Burnout	The total depletion of physical and mental resources caused by excessive striving to reach an unrealistic work-related goal.
Business Process Reengineering (BPR)	The redesign of business processes to provide customer-oriented results in support of the organization's objectives and to achieve improvements in such measures of performance as cost, quality, service, and speed.

C

Capital Accumulation	Long-term incentives most often reserved for senior executives.
Career Counseling	Involves the giving of information and advice to employees to facilitate their career planning and development.
Career Development	A lifelong process that encompasses the full spectrum of work and non-work experiences, paid and unpaid, in people's lifetime.
Career Path	Flexible line of progression through which an employee moves during their employment with an organization.
Career Planning	The deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment.
Case Study Method	A development method in which the manager is presented with a written description of an organizational problem to diagnose and solve.
Central Tendency	A tendency to rate all employees the same way, avoiding the high and the low ratings.

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Change management	Structured and planned process of an organization to predict changes and to manage its introduction, implementation, and consequences.
Chronological resumes	More common for recent college graduates and are generally preferred by employers. Chronological resumes list your experiences in reverse chronological order (most recent at the top, working your way backward in time).
Classes	Dividing jobs into classes based on a set of rules for each class, such as amount of independent judgment, skill, physical effort, and so forth, required for each class of jobs. Classes usually contain similar jobs-such as all secretaries.
Classification Method	A method for categorizing jobs into groups.
Coaching	A method of training an individual or group in order to develop skills or overcome a performance problem. Coaching can be between a manager and a subordinate or an outside professional coach and one or more individuals. There are many coaching methods and models, but close observation, accountability and feedback on progress and performance are usually included.
Confidentiality agreement	Signed agreement between employer and employee for no disclosing confidential information.
Collective bargaining	The process through which representatives of management and the union meet to negotiate a labor agreement.
Comparable Worth	The concept by which women who are usually paid less than men can claim that men in comparable rather than strictly equal jobs are paid more.

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Compensable Factor	A fundamental, compensable element of a job, such as skills, effort, responsibility, and working conditions.
Competencies	An underlying characteristic of a person. Motive, trait, skill, aspect of one's self-image or social role, or a body of knowledge.
Competency Modeling	A set of descriptions that identify the skills, knowledge, and behaviors needed to effectively perform in an organization. Competency models assist in clarifying job and work expectations, maximizing productivity, and aligning behavior with organizational strategy.
Competitive Advantage	Factors that allow an organization to differentiate its product or service from competitors to increase market share.
Content Validity	A test that is content--valid is one in which the test contains a fair sample of the tasks and skills actually needed for the job in question.
Controlled Experimentation	Formal methods for testing the effectiveness of a training program, preferably with before-and-after tests and a control group.
Core competencies	The particular set of strengths, experience, knowledge and abilities that differentiate a company from its competitors and provide competitive advantage. Employees should possess these qualities in order to advance business goals.
Cost effectiveness	Relates to the extent that HRM policies reduce personnel-related costs, help correctly size the organization, eliminate unnecessarily work, reduce compensation and benefit costs, reduce labor turn

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	over.
Counseling	Providing day-to-day feedback to employees about areas in which their performance at work can improve.
Cover Letter	A type of tailored job search correspondence that accompanies applicants resume, introducing the applicant. Express specifics of the organization that interest applicant, as well as how he/she match up with the company with respect to skills, experiences, culture, and values.
Criterion Validity	A type of validity based on showing that predictors ,scores on the test, are related to job performance.
Critical Incident Method	Keeping a record of uncommonly good or undesirable examples of an employee's work-related behavior and reviewing it with the employee at predetermined times.
Cross-Functional Team	A quality improvement team formed to address problems that cut across organizational boundaries.
Cultural Change	A change in a company's shared values, aims, norms, beliefs, etc., among members of the organization in order to improve organizational performance.
CV/Resume	A summary of applicants experience, education, and skills. Resumes are used to screen applicants and determine which candidates have the background that most closely matches an employer's needs.

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D

Differentiation	A company seeks to be unique in its industry along dimensions that are widely valued by buyers.
Directive Interview	An interview following a set sequence of questions.
Discipline	A procedure that corrects or punishes a subordinate because a rule of procedure has been violated.
Discrimination	The favoring of one group of people, resulting in unfair treatment of other groups.
Dismissal	Involuntary termination of an employee's employment with the firm.
Distance Learning	The process of delivering educational or instructional programs to locations away from a classroom or site to another location by varying technology such as video or audio-conferencing, computers, web-based applications or other multimedia communications.
Downshifters	Employees who make a voluntary long-term lifestyle change involving less work, less income and less consumption.
Downsizing	Refers to the process of reducing, usually dramatically, the number of people employed by the firm.
Dress Code	Standards developed to regulate the formality of what the employees wear to work.

E

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Employee Advocacy	HR must take responsibility for clearly defining how management should be treating employees, make sure employees have the mechanisms required to contest unfair practices, and represent the interests of employees within the framework of its primary obligation to senior management.
Employee Compensation	All forms of pay or rewards going to employees and arising from their employment.
Employee handbook	A written or electronic document containing employer's policies and benefits designed to familiarize employees with various matters affecting the employment relationship.
Employee Orientation	A procedure for providing new employees with basic background information about the firm.
Employee Retention	Systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having organizational policies and practices in place to address their diverse needs effectively.
Employee Satisfaction	The level to which employees are satisfied and fulfilling their desires and needs at work. Employee satisfaction is measured by anonymous surveys administered periodically.
Employment rate	The ratio of the number of people employed over the working age population.
E-Recruitment	Web-based software that handles the various processes included in recruiting and on boarding job candidates. These may include workforce planning, requisitioning, candidate acquisition, applicant tracking and reporting (regulatory or company analytics).

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Executive Search	An agency or organization used by employers to assist them with the selection and placement of candidates for senior-level managerial or professional positions.
Exit Interview	The final meeting between management, usually someone in the HR department, and an employee leaving the company. Information on why the employee is leaving is gathered to gain insight into work conditions and possible changes or solutions.
Expatriate	An employee who is transferred to work abroad on a long-term job assignment.
Expectancy Chart	A graph showing the relationship between test scores and job performance for a large group of people.

F

Factor Comparison Method	A widely used method of ranking jobs according to a variety of skill and difficulty factors, then adding up these rankings to arrive at an overall numerical rating for each given job.
Flexible Work	Schedules that allow employees to structure their work hours around their personal responsibilities. Examples include flextime, job sharing, and a compressed workweek.
Flextime	A variable work schedule, in contrast to traditional work arrangements requiring employees to work a standard 9am to 5pm day.
Forced Distribution Method	Similar to grading on a curve; predetermined percentages of rates are placed in various categories.

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Functional Job Analysis	A method of gathering specific and detailed job information. This information can be used to write job descriptions or to prepare job advertisement. Do not list the names and dates of specific employers, but instead lists various abilities and skills under functional headings. This format is generally used for those changing careers or those whose employment is not related to a prospective job.
Functional resumes	A quality improvement team composed of volunteers who typically work together as natural work units.
Functional Team	

G

Gain sharing Plan	An incentive plan that engages employees in a common effort to achieve productivity objectives and share the gains.
Grade Definition	Written descriptions of the level of, say, responsibility and knowledge required by jobs in each grade. Similar jobs can then be combined into grades or classes.
Grades	A job classification system synonymous with class, although grades often contain dissimilar jobs, such as secretaries, mechanics, and firefighters. Grade descriptions are written based on compensable factors listed in classification systems, such as the federal classification system.
Graphic Rating Scale	A scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the score that best describes his or her performance for each trait.
Group interview	Meetings in which several job applications interact in the presence of one or more company

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observers.

H

Halo Effect	<p>In performance appraisal, the problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits.</p> <p>The theory that organizations can motivate their employees as much or more by expressing concern for problems as by actually improving their work conditions. This personal interest results in increased performance, according to the observations of productivity researcher George Elton Mayo.</p>
Hawthorne Effect	<p>The average number of people employed directly by the company on a full-time and part-time basis.</p>
Head count	<p>A prepaid health care system that generally provides routine round-the-clock medical services as well as preventative medicine in a clinic-type arrangement for employees, who pay a nominal fee in addition to the fixed annual fee the employer pays.</p>
Health Maintenance Organization	<p>A method by which human resources effectiveness can be assessed. Can be carried out internally or HR audit systems are available.</p>
HR Audit	<p>The policies and practices needed to carry out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.</p>
Human Resource Management	

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Human resources planning	The process of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills are available when they are needed.
Human resources strategy	A firm's deliberate use of human resources to help it to gain or maintain an edge against its competitors in the marketplace.

I

Induction	A procedure for providing new employees with basic background information about the firm.
Intelligence tests	Measure an individual intelligence (IQ).
Interest tests	Aim to measure how an applicant's interest patterns compare with the interest patterns of successful people in a specific job.
Internship	An out-of-classroom work experience that is related to the career field of interest. Internships provide an opportunity for students to apply their knowledge and skills in a work setting where can gain exposure to a particular field and increase their marketability for employment upon graduation.

J

Job Analysis	The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.
Job Description	A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities--one product of a job analysis.

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Job Evaluation	A systematic comparison done in order to determine the worth of one job relative to another.
Job Instruction Training	Listing of each job's basic tasks, along with key points in order to provide step-by-step training for employees.
Job Posting	Posting notices of job openings on company.
Job Related Interview	A series of job-related questions which focuses on relevant past job-related behaviors.
Job Rotation	A management training technique that involves moving a trainee from department to department to broaden his or her experience and identify strong and weak points.
Job Sharing	A concept that allows two to more people to share a single fulltime job.
Job Specification	A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on--another product of a job analysis.

K

Knowledge Management	Refers to a range of practices used by an organization to identify, create, categorize, represent, distribute, store insights and experiences as well as enable their adoption. Such knowledge can be embodied in individuals, organizational processes or prevailing practice. KM typically focus on improving performance, foster innovation, create competitive advantage, sharing lessons learnt as well as on continually improving the organization and its parts.
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KPI's	Knowledge, Skills and Abilities as Key Performance Indicators. Tasks that have been agreed between an employee and line manager/HR with an expectation that they will be completed satisfactorily in the time agreed or as an ongoing task.
KPI's	Knowledge, skills and abilities – the personal attributes that a person has to have to perform the job requirements.

L

Labor force	The sum of people registered as employed and people registered as unemployed.
Layoff	A situation in which there is a temporary shortage of work and employees are told there is no work for them but that management intends to recall them when work is again available.
Lead Team	A quality improvement team headed by a vice president or other manager that serves as a steering committee for all the teams that operate in its area.
Learning	A self-directed, work-based process, leading to increased adaptive potential.
Log	Listings made by workers on daily basis of every activity in which they engage along including the time each activity takes.
Line Manager	Authorized to direct the work of subordinates- they're always someone's boss. In addition, line managers are in charge of accomplishing the organization's basic goals.

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M

Management By Objectives (MBO)	Involves setting specific measurable goals with each employee and then periodically reviewing the progress made.
Management Development	Any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.
Management Game	A development technique in which teams of managers compete with one another by making computerized decisions regarding realistic but simulated companies.
Management Process	The five basic functions of management are: planning, organizing, staffing, leading, and controlling.
Mentoring	A one-to-one systematic interaction process between an employee and a senior or more experienced individual, who acts as an advisor, counselor or guide. The mentor provides support and gives feedback to facilitate learning.
Merit Pay (Merit Raise)	Any salary increase awarded to an employee based on his or her individual performance.
Motivation	The internal and external reasons why a person works at a particular job, in a particular role or manner and for a particular organization, commits and exerts persistent effort in his/her job.

N

Nondirective Interview	An unstructured conversational-style interview. The interviewer pursues points of interest as they come up in response to questions.
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Non-Disclosure Agreement (NDA) A written agreement in which one party agrees to share proprietary information with another party and the other party agrees not to disseminate the information to anyone else.

O

On-The-Job Training Training a person to learn a job while working at it.

Opinion Surveys Communication devices that use questionnaires to regularly ask employees their opinions about the company, management, and work life.

Organizational Chart Visual communication tool which provides clear image of the reporting relationships in an organization.

Organizational Culture Set of unspoken and unwritten values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people.

Organizational Development (OD) A method aimed at changing attitudes, values, and beliefs of employees so that employees can improve the organizations.

Organizational Development Interventions HR-based techniques aimed at changing employees' attitudes, values, and behavior.

Outsourcing A contract between an employer and an external provider to supply specific HR related functions or services to the company.

Outplacement Counseling A systematic process by which a terminated person is trained and counseled in the techniques of self-appraisal and securing a new position.

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Overtime Extra pay for extra work. Defined as one and one-half times an employee's regular wage rate for hours worked exceeding 40 hours a work week.

P

Paired Comparison Method Ranking employees by making a chart of all possible pairs of the employees for each trait and indicating which is the better Employee of the pair.

Panel Interview An interview in which a group of interviewers questions the applicant.

Participation rate The ratio of the labor force over the working age population.

Pay Grade Wage Curve A pay grade is comprised of jobs of approximately equal difficulty. Shows the relationship between the value of the job and the average wage paid for this job.

Performance Analysis Careful study of performance to identify a deficiency and then correct it with new equipment, a new employee, a training program, or some other adjustment.

Performance Improvement Plan Constructive discussion between a staff member and his or her supervisor in order to clarify the work performance to be improved.

Performance management Aims to improve organizational, functional unit and individual performance by linking the objectives of each. Incorporates job design, recruitment and selection, training and development, career planning and compensation and benefits, in addition to performance appraisal.

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Personal Development Plan – PDP	A structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development.
Personnel Replacement	Company records showing performance at the present and possibilities for promotion of inside candidates for the most important positions.
Piecework	A system of pay based on the number of items processed by each individual worker in a unit of time, such as items per hour or items per day.
Point Method	The job evaluation method in which a number of compensable factors are identified and then the degree to which each of these factors is present on the job is determined.
Position Analysis Questionnaire (PAQ)	A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs.
Preferred Provider Organization	Groups of health care providers that contract with employer's insurance companies, or third-party payers to provide medical care services at a reduced fee.
Probation Period	Periods to ascertain whether the new workers will be able to handle the duties and challenges associated with their new job which assists the employer evaluate the employee before making the employment permanent.
Process	A specific ordering of work activities across time and space, with a beginning, an end, and clearly identified inputs and outputs: a structure for action.

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Procedures	The details of how policies are to be applied.
Programmed Learning	A systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers.
Programs	Six popular plans include stock options, stock appreciation rights, performance achievement plans, restricted stock plans, phantom stock plans, and book value plans.

R

Ranking Method	The simplest method of job evaluation that involves ranking each job relative to all other jobs, usually based on overall difficulty.
Rate Ranges	A series of steps or levels within a pay grade, usually based upon years of service.
Ratio Analysis	A forecasting technique for determining future staff needs by using ratios between sales volume and number of employees needed.
Reality Shock	Results of a period that may occur at the initial career entry when the new employee's high job expectations confront the reality of a boring, unchallenging job.
Reliability	The characteristic which refers to the consistency of scores obtained by the same person when retested with the identical or equivalent tests.
Risk management	The use of insurance and other strategies in an effort to minimize an organization's exposure to liability in the event a loss or injury occurs.

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Role Playing A training technique in which trainees act out the parts of people in a realistic management situation.

S

Salary Survey A survey aimed at determining prevailing wage rates. A good salary survey provides specific wage rates for specific jobs. Formal written questionnaire surveys are the most comprehensive, but telephone surveys and newspaper ads are also sources of information.

Scanlon Plan An incentive plan developed in 1937 by Joseph Scanlon and designed to encourage cooperation, involvement, and sharing of benefits.

Scatter Plot A graphical method used to help identify the relationship between two variables.

Scientific Management The careful, scientific study of the job for the purpose of boosting productivity and job satisfaction.

Self-Directed Team A work team that uses consensus decision making to choose its own team members, solve job-related problems, design its own jobs, and schedule its own break time.

Sensitivity Training A method for increasing employees' insights into their own Behavior by candid discussions in groups led by special trainers.

Severance Pay A one-time payment some employers provide when terminating an employee.

Sick Leave Provides pay to an employee when he or she is out of work because of illness.

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Situational Interview	<p>A series of job-related questions which focuses on how the candidate would behave in a given situation.</p> <p>Provides three types of benefits: retirement income at age 62 and thereafter; survivor's or death benefits payable to the employee's dependents regardless of age at time of death; and disability benefits payable to disabled employees and their dependents.</p>
Social Security	<p>A spontaneous incentive awarded to individuals for accomplishments not readily measured by a standard.</p>
Spot Bonus	<p>A plan by which a worker is paid a basic hourly rate, but is paid an extra percentage of his or her base rate for production exceeding the standard per hour or per day. Similar to piecework payment, but based on a percent premium.</p>
Standard Hour Plan	<p>A change in a company's strategy, mission and vision.</p>
Strategic Change	<p>An interview in which the applicant is made uncomfortable by a series of often rude questions. This technique helps identify hypersensitive applicants and those with low or high stress tolerance.</p>
Stress Interview	<p>The reorganizing-redesigning of an organization's departmentalization, coordination, span of control, reporting relationships, or centralization of decision making.</p>
Structural Change	<p>An interview in which the applicant is interviewed sequentially by several supervisors and each rates the applicant on a standard form.</p>
Structured Sequential Interview	

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Succession Planning	Involving identifying a potential candidate to replace core individual employees either known to be leaving the firm at some point in the future and/or whose sudden departure would pose a risk to the operation of the firm.
Supplemental Pay Benefits	Benefits for time not worked such as unemployment insurance, vacation and holiday pay and sick pay.
Supplemental Unemployment Benefits	Provide for a guaranteed annual income in certain industries where employers must shut down to change machinery or due to reduced work. These benefits are paid by the company and supplement unemployment benefits.
Survey Research	A Method that involves surveying employees' attitudes and providing feedback to the work groups as a basis for problem analysis and action planning.
SWOT analysis	Conducting an analysis of people's Strengths, Weaknesses, Opportunities, and Threats.

T

Task Analysis	A detailed study of a job to identify the skills required so that an appropriate training program may be instituted.
Team Building	Improving the effectiveness of teams such as managers and division directors through use of consultants, interviews, and team-building meetings and workshops.
Team or Group Incentive Plan	A plan designed to set a production standard for a specific work group, and to plan incentives if the group exceed the standard.

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Technological Change	Modifications to the work methodology of an organization.
Termination at Will	The idea, based in law, that the employment relationship can be terminated at will by either the employer or the employee for any reason.
Termination Interview	An interview informing an employee that he or she has been dismissed.
Test Validity	The extent to which a test, interview, and so on measures what it intends to measure or fulfills the function it was designed to fill.
Total Quality Management (TQM)	A program designed to achieve successful customer satisfaction through continuous improvements.
Training	An instructor-led, content-based intervention, leading to desired changes in behaviour.
Training Needs Analysis	An assessment for training needs of a group of employees, analyzing the employees' previous education and skills and the desired outcome of the training .
Training Return on Investment (ROI)	A measure of the monetary benefits obtained by an organization over a specified amount of time for a given investment in a training program, used both to justify a planned investment and to evaluate the extent to which the desired return was achieved.
Trend Analysis	Analysis of a companies past employment needs over a period of years in order to predict future needs.
Turnover	Expresses fluctuation in the work force as an effect of voluntary or involuntary resignations.

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U

Unemployment Insurance	Provides benefits to people who are unable to work through some fault other than his or her own.
Unemployment rate	The ratio of the number of people unemployed over the labor force.
Unsafe Acts	Behavior actions and attitudes that cause accidents.
Unsafe Conditions	The mechanical and physical conditions that cause accidents.

V

Variable Pay	A plan that connects pay to productivity or profitability, usually as one-time payments.
Voluntary Time-off	Employees agree to take time off work to reduce the employer's payroll and avoid the need for a layoff.
Volunteering	A rewarding experience enabling students to make a difference while also gaining skills and building their resume. These positions often have flexible schedules and do not require prior experience.

W

Work Samples	Samples of job tasks in order to test applicants' performance.
Work Sampling Technique	A testing method based on measuring performance on actual job tasks.
Worker's Compensation	Providing income and medical benefits to work-related accident victims regardless of fault.



www.mhra.mk
contact@mhra.mk

МАКЕДОНСКА
АСОЦИЈАЦИЈА **за**
човечки ресурси

Никола Вапцаров 2/4, 2 спрат
1000 Скопје, Македонија
тел/факс : ++389 2 3231 250

MACEDONIAN
human resources
ASSOCIATION

Nikola Vapcarov 2/4, 2 floor
1000 Skopje, Macedonia
tel/fax : ++389 2 3231 250

www.mhra.mk
contact@mhra.mk