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HUMAN RESOURCES IN MINE ACTION

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Abstract: Human resources are a fundamental entity in the implementation of mine action. Those are employees, with all their potentials, in state authorities and accredited organizations that provide services of preparation, execution of works and control of mine action. Human resources in this field consist of three levels of managers: high, top, middle managers and pyrotechnics. The competitiveness of the organization depends on their skills, which are acquired through fundamental and specialized training, while managers acquire them through the educational system. The concept of those organizations implies efficiency, effectiveness as well as cost-effectiveness, productivity, rationality, etc.

There are differences between managers in mine action which work in the public sector on the issues of preparation and control and managers in accredited commercial companies and non-governmental organizations. The difference is in their vision and interest.

Unfortunately, the fact that in the last twenty years 120 pyrotechnics were injured in the works of mine action, 49 resulting in death, indicates the need of education through the regular school system, in addition to training, as far as the education of human resources in mine action is concerned.

Keywords: *human resources, human resource management, mine action.*

INTRODUCTION

Employees are one of the most important resources of the company. The importance of human resources is increasing, but the management of these resources is considered as essential interest of the organization and higher levels of management structure deal with this interest.

The concept of human resources is relatively new. In fact, its usage started with a lot of criticism. While critics of this term think that it is humiliating for people because they are equalized with the object of the management, its supporters point out that this stops the practice where all other resources are more important than people. The concept of human

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resources gets a new meaning – it denotes not only employees, but also their overall potential. Human resources consider employees as valuable to the organization, and given that it increases its value with development, human resource departments focus on the growth and development of potentials and skills of the individual.

Mine action is one of the youngest sectors of the economy that provides services in this area. In order for this service to be the best possible, human resources are certainly the most important factor. Those are employees with all their resources which are employed in state authorities (BH Mine Action, Armed Forces of Bosnia and Herzegovina, entity Civil Protection, cantonal and municipal coordinators), as well as those who are employed by accredited commercial companies and non-governmental organizations.

There are 27 accredited organizations in Bosnia and Herzegovina which employ 1,460 authorised people that have accreditation for performing mine action and authority to work.³ In BiH suspected area was reduced to 2.3% of the area or 1,176.5 km²; the estimation is that approximately 54,000 people, or 15%, are directly endangered by the mine, therefore the management of human resources in mine action is of great importance for development of society and deserves special attention through scientific research and the practical application of their results.⁴

HUMAN RESOURCES IN MINE ACTION

Human resources (*human resources* - HR) is a term which primary meaning in the economy relates to the workforce. In large organizations, the term refers to the individuals within the company, and their abilities, but also the part of a organization that deals with hiring, firing, training and other activities related to personnel.

Human Resource Management (HRM abbreviation),⁵ deals with understanding, predicting, directing, changing and development of human behavior and potential in social institutions or organizations. It aims to discover the principle of the creation of the basic assumptions, principles, models, methods and procedures for successful management and development of human resources in organizations.

Human Resources that manage the process must possess the skills and knowledge required of senior management staff in state programs for mine action in order to improve the effectiveness of efforts in mine action with time. So, they must have all the characteristics of a manager that were pointed by Fayol.

³ Report about mine action, BHMACH, 2014., pg. 22

⁴ Same, pg. 5

⁵ Bahtijarević, F. Š. *Menadžment humanih potencijala* (1999). Golden marketing, Zagreb, str. 6

H. Fayol as a pioneer of management theory provides a first classification of manager's functions, considering that they are universally applicable. H. Fayol points out five functions of management as follows⁶:

1. Planning
2. Organization
3. Ordering
4. Coordination
5. Controlling

In addition to the above-mentioned functions, Luther Gulich⁷ points out care about employees, coordination, budgeting, and most authors emphasizes five basic functions:

1. Planning
2. Organization
3. Human resource management or staffing
4. Influence or guiding (some authors used guiding instead influencing in their classifications)
5. Controlling.

"The biggest drawback by far ... is the almost complete absence of attention focused on the development of skills for leadership, management expertise, and the development of human resources required to achieve administrative and logistical requirements necessary for mine action programs. Middle and senior management skills are the greatest challenges that occur in programs, and they are essential for the development of national capacity for mine action." UNDH study report: development of national capacities for mine action, March, 1997.

It also should be noted that the management of human resources has several meanings:⁸

- Scientific discipline,
- Specific management philosophy,
- The function in corporate management,
- Management functions,
- Special business function in the organization.

"Nowadays when the globalization and the unification of technological platforms of action are becoming more important, the only thing that remains inexhaustible field of research and possibilities is the sphere of human resources. Key word of management vocabulary is competitiveness, which comprises: effectiveness, efficiency, productivity, rationality etc., and it is crucial for the survival and further development of companies and

⁶ Fayol , H. (1988). prema: Koontz , H. - Wehrich, H., *Management*, Mc Graw-Hill, New York, str. 33

⁷ Gulich, L. (1989). prema R. Lessem, *Global Management principles*, Prentice-Hall, New York, etc., str. 237

⁸ Adaptirano prema: Bahtijarević, F. Š., *Menadžment humanih potencijala* (1999.), Golden marketing, Zagreb, str. 3

organizations and in the future will be mainly realized through the human resources. The leading force of creativity and innovation is immanent of human resources, and experience teaches us that the fields of creativity and innovation are inexhaustible."⁹

Employees are one of the most important resources of the company. The importance of human resources is growing and the management of these resources is considered essential interest of the organization while higher levels of management / administration deal with this issue.

The concept of human resources is relatively new. In fact, its usage started with a lot of criticism. While critics of this term think that it is humiliating for people because they are equalized with the object of the management, its supporters point out that this stops the practice where all other resources are more important than people. The concept of human resources gets a new meaning – it denotes not only employees, but also their overall potential. Human resources consider employees as valuable to the organization, and given that it increases its value with development, human resource departments focus on the growth and development of potentials and skills of the individual.

Human resource management is defined as a strategic and coherent approach to the management of the most valuable assets of the organization - people who work in it in order to achieve the objectives of the organization. The management of human resources includes inter-related activities. The most important are:

- planning job offers and finding human resources,
- jobs analysis,
- recruitment of potential candidates for employment,
- selection of candidates,
- socialization of new employees,
- training and development of employees,
- performance and behaviour management,
- motivation,
- compliance with legal regulations,
- discharge.

The implementation of these processes may be performed by human resources department or an external partner of the organization - a company that deals with human resources. If these processes are implemented effectively, they can significantly affect on the financial profits of the organization.

Main characteristic of the approach to the human resources management is considering their employees as the resource for investment and as a source of competitive advantage. The overall aim of human resource management is success through employees.

⁹ Sadžak, M., Rađo I., Sadžak, D., *Humani resursi u Globalnom - Internacionalnom menadžmentu* (2015). Fakultet sporta i tjelesnog odgoja, Univerzitet u Sarajevu, Predgovor

There are two different approaches to human resource management - hard and soft human resource management.

According to Cook and Cripps (2009), hard management tries to maximize productivity and profit, the workers are seen as a resource, and managers are primarily responsible to the shareholders, while the soft HRM is opened for staff development, it is not inclined to resignation (except in the extreme case) and takes into account the interests of employees.

The point is that when assessing the purpose, such as remuneration and/or promotion, in case of hard human resource management the best worker would be chosen, but in the case of soft management is not necessary that that would be the best worker in the hope that it will develop in the (near) future.

Etymologically manager is the technical manager and organizer who manages the company with his creativity and ideas.¹⁰ The holders of management process are managers. Generally accepted traditional definition of managers is that managers are people who are "... responsible for the work of other people,"¹¹ people who have formal "power" in relation to a group of people whose work is coordinated. This traditional definition of managers puts the emphasis on manager's "power" in relation to the "people" whose activities are coordinated and controlled. Common feature of managers is that they collaborate with people whose work they coordinate and monitor.

Human Resource Management – Conceptual definition

1. Human Resource Management (hereinafter HRM) is a strategic management function where organization top managers create whole (management) prerequisites for a high level of satisfaction as well as a high level of motivation of engaged human resources.

2. Human Resources as a strategic management function includes "... all management decisions and activities that affect the nature of the relationships between companies and employees - its human resources"¹² It is a broad set of activities that make up the basic management lever for making the assumption that engaged human resources and are highly satisfied and highly motivated. HRM is a basic management lever through which managers complete work on their employees, therefore number of authors treat them as a key organizational resource, rightly, refers to this management function as human resource management,¹³ emphasizing the role (and importance)

¹⁰ Anić, V. (2000). *Rječnik hrvatskoga jezika*, Novi liber, Zagreb, str. 527

¹¹ Drucker, P., *The Practice of Management* (1975). str. 15

¹² Beer M. I dr., *Human resource management models: aspects of knowledge management and corporate social responsibility*, (1984). str. 1

¹³ Adaptirano prema: Bahtijarević, F. Š., *Menadžment humanih potencijala* (1999). Golden marketing, Zagreb

of this management tool in the development and improvement of the potential of the people involved.

3. HRM as a separate management (and business) function was theoretically conceived only nearly 20 years ago, making a qualitative progress in the treatment of human resources. General, the aforementioned guidelines of planned approach to human resources management is so called „soft“ approach to human resources, which treats human resources as the most valuable organizational resource, in contrast to the still present „hard“ approach to human resources management. This resource is even more precious than physical and financial resources of the (“hard“ approach to human resources treats them at the same level as the other organizational resources). In this context, organizations with planned approach to human resources management base their competitive advantage on the abilities and potentials of their employees.

Employee development by training and education is a developmental activity of HRM internal flow through which the organization provides career development and general development of its human resources. It creates the organizational prerequisites for effective and efficient performance of duties with the training, as well as improving performance at the workplace, and it creates conditions for affirmative promotion of staff who have the potential and desire for further growth and development with the education. Greater focus on the activity of the internal flow, especially the activity of education, is recognized in organizations that base their competitive advantage on human resources (professional and innovative organization), treating human resources education as a continuous activity and one of the fundamental organizational values. It also promotes the concept of organizational learning as a way of everyday behavior. This activity of HRM internal flow is based on the evaluation of the performance and potential of employees, as well as the career development. The needs for training are determined through the evaluation of performance, while the process of career development for those individuals who have the required potential is initiated through the evaluation of the potential. The evaluation of the employees potential and related activity on employees education represent a platform for growth and development of individuals through their organizational promotion as an activity of HRM internal flow.

Nowadays the situation is like that that more and more organizations apply "hard" approach to human resources, especially when it comes to private companies, while public sector applies, more or less, "soft" management. It is important to point out that until recently departments of human resources within the organization did not exist, there was only "staff department" which managed mainly employment and wages. However, today, HR departments have considerably more functions and play a

significantly larger role than was the case with the staff department. Those which do not invest in the human resource departments in the future and in human resources of their organizations, will not be competitive in the market. In fact, investment in human resources is more cost-effective than investment in any other resources.

International standards define mine actions as "activities that attempt to mitigate the socio-economic and environmental consequences of mining", with a note: "Mine action is not concerned only with mine clearance, but also with the people and the community, as well as the consequences of contamination of landmines. The objective of mine action is to reduce the risk from landmines to a level that will allow secure life, in which contamination of mines will not be an obstacle to the development of economy, society and health, and which will take into account the needs of victims."¹⁴

Mine action consists of five interrelated components:

- (1) Mine risk education;
- (2) Humanitarian demining, mine reconnaissance and UXO (general, technical, final), mapping, marking and (if necessary) mine clearance;
- (3) Help for the victims, including their rehabilitation and reintegration;
- (4) Destroying stockpiled anti-personnel mines; and
- (5) Proclaiming policy against the use of anti-personnel mines.¹⁵

Mine action in Bosnia and Herzegovina has been implemented for twenty years. Foreign donors invested a lot in training managers, pyrotechnics and support staff.

Human resource management in mine action is expected to show the skills and knowledge needed:

- for the application of the theory of foreseeing and planning, and implementation of management tools in the mine action program,
- for the application of the theory about organization and coordination, and training within the mine action program,
- to provide effective leadership by developing and applying the theory of Human Resource Management (HRM) and practice in accordance with the mine action programs,
- to use effective control of finances, equipment and materials of the state mine action program.

¹⁴ Međunarodni standardi za protuminskih akcija (2003). poglavlje IMAS 04.10, II. izdanje, str. 16

¹⁵ Međunarodni standardi za protuminskih akcija (2003). poglavlje IMAS 04.10, II. izdanje, str. 16

	1	2	3	4	5	6
Process control in organisations						
Management skills						
Developing a plan						
Putting a plan into practice						

A significant emphasis is placed on the need that the managers investigate planned developments in mine action, including the use of International Mine Action Standards (IMAS), the socio-economic impact of mines, Mine Risk Education, the management of mine detection dogs and mechanical equipment, technologies for mine detection and the role of donors, technical advisors and UN agencies to support mine action.

Human resources in mine action are all its participants, especially the individuals with the powers granted by the regulatory authorities. We are particularly interested in control - the management structure of human resources in mine action, which is divided into three categories:

- high,
- top,
- and middle manager.

Another way to distinguish management is in relation to the accredited organization for carrying out mine action, so we have:

- managers who perform their managing function in the non-governmental organizations,
- managers in the commercial companies,
- and managers in the governmental organizations,
- In the performance of the works these also directly participate:
 - pyrotechnists
- support staff, which include:
 - trainers and dog handlers,
 - machine operators,
 - medical staff:

Each state has discretion over the manner and content of the training because IMAS gives only basic guidelines for basic training. Training company management, specialized training and training support staff vary in each mine endangered state.

Observing the state of human resources in mine action in Bosnia and Herzegovina we have come to the following findings:

There are 1462 natural persons who had authority to carry out mine action at the end of 2014.

The largest number of people with the authority is in the government sector, primarily in the Armed Forces, BH Mine Action Centre and entity Civil Protection.

In accordance with the provisions of the Demining Law from 2002, pyrotechnics need to have at least secondary education and should have passed the basic course for pyrotechnics, be healthy, physically and mentally capable of performing mine action activities without any legal obstacles for that.

In the early years of establishing Mine Action Center, also Armed Forces and entity Civil Protection, the international community, through their donors, invested in the basic training of managers. Unfortunately, most of them are no longer employed in these institutions, and the state did not try invest directly through entities in the training of managers of any level. Based on the aforementioned, it is evident that the expected outcomes were not accomplished in terms of the size of international donations, adequately prepared and finished projects, and therefore the efficiency and effectiveness of the performed works on these projects. This is especially evident in the non-implementation of Annex VII of the Peace Agreement to the extent which the invested funds supposed to provide.

Please note that employees in mine action in the government sector have a privileged position in all elements in relation to workers in non-governmental organizations and commercial companies engaged in the same business.

It is important to point out that everything that relates generally to the management refers to the mine action management, especially in the human resources management in this area so the following marks of famous scientists in the field of management are quite acceptable.

Manager's activities are focused on creating a company that will permanently achieve top results, successfully performing the following tasks emphasized by E. G. c. Collins and M. A. Devanna:¹⁶

1. creating positive work environment,
2. definition of strategic direction,
3. adding or directing the system,
4. increasing the managing quality,
5. organization of activities,
6. achieving excellence in procedures and implementation,
7. keeping broad perspective.

¹⁶ Collins, E. G. C. - Devanna, M. A. (2002). *Izazovi menedžmenta u XXI. stoljeću*, Mate d.o.o., Zagreb, str. 23

Eliza G. C. Collins and Mary Anne Devanna in "Izazovi managementa XXI stoljeća"¹⁷ highlight seven key tasks that form the basis of the manager's job at any company:

1. creating a positive work environment,
2. definition of strategic directions,
3. adding or directing the system,
4. increasing the managing quality,
5. organization of activities,
6. achieving excellence in procedures,
7. keeping broad perspective.

There is a big difference in the objectives and motives of human resource management in mine action that manage human resources in commercial companies and in non-governmental organizations.

The Law on Associations and Foundations of the Federation of Bosnia and Herzegovina in Article 2 says: „The Association is, according to this law, any form of voluntary association of more natural or legal persons in order to improve and achieve some common or general interest or goal, in accordance with the Constitution and the law, whose fundamental purpose is not profit-making.“ At the same time in Article 4 of the same Act, in paragraph 2 it says: „An association or foundation may perform unrelated economic activities (economic activities not directly related to the exercise of basic statutory goals of association or foundation) only through specially established legal entity.“¹⁸

Managers of NGOs have their mission while the profit is the primary goal of managers of commercial companies.

Peter Drucker: „If we want to know what is our job, we have to start with a mission.... There is only one valid definition of the mission of the company: customer satisfaction. That what company plans to produce is not of primary importance - especially not for the future of the company or for its success . The decisive factor is what the consumer plans to buy, ie. what represents the value for him - this determines what is your company, what it produces and whether it will be prosperous or not...“¹⁹

Adapting this Drucker's thought to our topic, we would replace terms – instead of consumers we have users of cleared land, and instead of of business - an organization accredited for mine action. The basis is to achieve that the user can use the land free of mines, cluster munitions and UXO. When it comes to mine action services, this should be primarily enabled through humanitarian demining.

¹⁷ Collins, E. G. C. - Devanna, M. A. (2002). „Izazovi managementa XXI. Stoljeća“, *Gospodarska misao*, str. 23

¹⁸ Zakon o udrugama i fondacijama Federacije Bosne i Hercegovine Članak 2. i Članak 4 stavak 2, "Službene novine Federacije BiH", broj 45/02 (20. 9. 2002.)

¹⁹ Drucker, P. F. (2006). *Moj pogled na management*, Adizes, Sarajevo, str. 25

“In Bosnia and Herzegovina we currently have 12 accredited non-governmental organizations for mine action.”²⁰

The NGO must be registered in accordance with the laws of Bosnia and Herzegovina and it represents non-profit organization that is not part of the government that provides services in carrying out mine action without the participation of the authorities. It must have BHMACH accreditation as the official confirmation of the competence of the organization that it can provide services of mine action in Bosnia and Herzegovina that are defined as: "a set of activities aimed at addressing the consequences caused by contamination with mines and UXO in order to restore a secure environment in the areas contaminated with landmines and UXO by ensuring the normal life and economic development of the people".²¹

Managers of non-profit organizations act as follows:²²

1. Accept the mission as a mean of creating sustainable socially useful value,
2. They recognize and aim to the new favorable conditions as a mission of the non-profit organization (they see opportunities where others see problems)
3. They include in a process of continuous innovation, adaptation and learning
4. Even if they do not have all the necessary resources at the moment, they act bravely
5. They are exposed to higher sense of the appropriateness of services and creation of output.

Managers of non-profit organizations are entities that take risks on behalf of the users to whom the organization serves. Conventional managers take risks on behalf of business shareholders. Managers of non-profit organizations take risks on behalf of their founder.

Managers of non-profit organizations have the following characteristics:²³

- a) They constantly find new ways to serve their customers and increase the value of existing services.
- b) They are willing to take reasonable risks on behalf of the users they serve.
- c) They fully understand the difference between wishes and needs.
- d) They are aware that the allocation of resources should be the result of good management of the investments.
- e) They estimate the social and financial refund of the particular investments.

²⁰ Izvještaj o protuminskom djelovanju (2014). BHMACH, str. 22

²¹ Strategija protuminskih akcija Bosne i Hercegovine (2004). str. 5

²² Drucker, P. F. (2001). *Managing the Non-profit Organization*, Mate d.o.o., Zagreb, str. 133

²³ Drucker, P. F. (2001). *Managing the Non-profit Organization*, Mate d.o.o., Zagreb, str. 131

- f) They always have in mind the mission, but are aware of the fact that without money the mission will not be accomplished. The manager always tries to find the change, responds to it and exploits it as a favorable opportunity. (Peter Drucker)²⁴

Everything above mentioned is related to the management of non-profit organizations which are accredited for mine action.

Regardless of the differences in the objectives and missions of management that manages human resources in mine action, which applies to employees of the governmental or non-governmental sector, the fact is that during the last 20 years of the implementation of mine action in BiH we still have 2.3% territory marked as mine risky and estimated 82,000 mines in minefields, and more than 20,000 unexploded ordnance. Unfortunately, 120 pyrotechnics specialized experts for mine action were killed in accidents, performing humanitarian demining, and 49 resulting in death.

According to the Mine Action Strategy 2009 – 2019, 80 million BAM should be allocated annually. In that amount, donations are about 50 million, and local budget sources 30 million. Unfortunately, the budget funds can not allocate this amount of money, so we will be faced with mines and after 2019.

Bosnia and Herzegovina has the biggest number of mines in Europe because there is 540,000 or 15% of endangered population.

When we add the number of victims, it is obvious that the current type of work and human resources management in mine action is not satisfactory and that basic and specialized trainings, performed by accredited organizations, are not sufficient. Significant changes in the method of work, training and education of human resources in mine action should be implemented.

CONCLUSION

1. Participants of mine action in Bosnia and Herzegovina who manage training and education of human resources have expressed particular interests and therefore it is difficult to coordinate joined actions that would improve the overall process in terms of humanitarian demining efficiency.

We suggest:

Education and training of human resources in mine actions and the synergy with other components and participants in mine actions will significantly increase the efficiency of humanitarian demining operations.

2. With insufficient training of human resources in demining actions without continuous improvement by implementing new operating methods and technological enhancements, the whole process becomes uneconomic, inefficient and insecure.

²⁴ Drucker, P. F. (2006). *Moj pogled na menadžment*, Adizes, Novi Sad, str. 17

We suggest: Continuous training of human resources in mine actions will significantly contribute to the economical and safe execution of the works.

3. So far the training has been the predominant mode of education in mine actions and it was only sporadically introduced in the education system through the military academies and partially through Veleučilište in Velika Gorica.

We suggest: The combination of education for basic training and management at all levels with training for specialized jobs should be implemented to improve the entire educational system in mine actions. Education should be through the regular school system and training through the specialized institutions trained for this type of education.

LJUDSKI RESURSI U PROTUMINSKIM AKCIJAMA

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Apstrakt: Ljudski resursi predstavljaju temeljni subjekt u provođenju protuminske akcije. Oni su uposlenici, sa svim svojim potencijalima, u državnim organima i akreditiranim organizacijama koji pružaju usluge u pripremi, izvođenju radova i kontroli protuminskih akcija. Ljudske resurse u ovoj oblasti čine tri stupnja menadžera; visoki, viši, srednji menadžer i pirotehničari – demineri. Od njihove sposobnosti stečene kroz temeljnu i specijalističke obuke, a kod menadžera i kroz obrazovni sustav, zavisi konkurentnost organizacije koja u svom pojmu podrazumijeva efikasnost, efektivnost, ekonomičnost, produktivnost, racionalnost, itd.

Postoje razlike između menadžera u protuminskoj akciji koji rade u državnom sektoru na pitanjima pripreme i kontrole, te menadžera u akreditiranim komercijalnim kompanijama i nevladinim udrugama. Razlika je u viziji i interesu.

Nažalost, podatak da je u zadnjih dvadeset godina u izvođenju radova protuminskih akcija nastradalo 120 pirotehničara – deminera, od čega 49 smrtno, ukazuje za potrebu da se u edukaciji ljudskih resursa u protuminskoj akciji pored obuke mora prijeći i na obrazovanje kroz redoviti školski sustav.

Ključne riječi: *ljudski resursi, menadžment ljudskih resursa, protuminske akcije*

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