

# THE EVOLUTION OF HUMAN RESOURCE MANAGEMENT FOR NATIONAL DEFENSE

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## **Rezumat**

Acest articol reprezintă o sinteză a etapelor prin care a trecut de-a lungul timpului îmbunătățirea continuă a resurselor umane pentru apărare națională. Îmbunătățirea resurselor umane a apărării naționale reprezintă unul dintre obiectivele strategice de securitate națională. Subsumate în activitățile militare de management al resurselor umane este de o importanță deosebită datorită schimbărilor permanente din societate, la care se adaugă reorganizări / redimensionarea structurilor militare existente.

Etapele de management al resurselor umane au fost în mod constant îmbogățite în producerea de modificări ale locului, rolul și contribuția de funcții de personal din cadrul organizației militare. Optimizarea resurselor umane pentru apărare națională este obligată de realitate existentă în prezent. Această transformare era impetuos necesară deoarece rolul armatelor moderne din Europa, din care armata română dorea să facă parte, se schimbase axându-se pe gestionarea crizelor, prevenirea conflictelor și controlul proceselor de stabilitate.

**Cuvinte cheie:** managementul resurselor umane, apărare națională, organizație militară, motivație

## **Abstract**

This article is a summary of steps that went over time of continuously improving human resources for national defense. Improving human resource national defense is one of the strategic objectives. Subsumed in the military activities of human resource management is of particular importance due to permanent changes in society, to which we add re-organisations/resizing existing military structures.

Stages of human resource management were consistently enriched in producing modifications of the place, role and contribution of staff functions within the military organization. Optimization of human resources for national defense is required by currently existing reality. This transformation was necessary because of the role of modern armies in Europe, which the Romanian army wanted to be part of, had changed focusing on crisis management, conflict prevention and stability process control.

**Keywords:** human resource management, national defense, military organization, motivation

## **Résumé**

Cet article est un résumé des étapes qui allaient dans le temps de l'amélioration continue des ressources humaines pour la défense nationale. Amélioration des ressources humaines de la défense nationale est l'un des objectifs stratégiques. Englobée dans les activités militaires de la gestion des ressources humaines est d'une importance particulière en raison

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des changements permanents dans la société, à laquelle nous ajoutons les réorganisations / redimensionnement des structures militaires existantes.

Étapes de la gestion des ressources humaines ont été constamment enrichies en produisant des modifications de la place, le rôle et la contribution des fonctions du personnel au sein de l'organisation militaire. L'optimisation des ressources humaines pour la défense nationale est tenue par moment la réalité existante. Cette transformation était nécessaire en raison du rôle des armées modernes en Europe, où l'armée roumaine voulait faire partie de, a changé en se concentrant sur la gestion des crises, la prévention des conflits et le contrôle des processus de stabilité.

**Mots clés:** gestion des ressources humaines, de la défense nationale, de l'organisation militaire, la motivation

## 1. Introduction

Before 1989, as in most European countries, our country's Army consisted of a mass army, based on conscription/recruitment and mainly equipped with heavy combat equipment, an army specific to the Cold War period, when there was still the fear of a possible major conflict in Europe. Immediately after the end of this period was started the military reform, reform related to complex principles of modern combat and available resources. As a subsystem of Romanian society, the Army has evolved with it, maintaining its primary aim to "guarantee the sovereignty, independence and unity of the state, territorial integrity and constitutional democracy" (*Romanian Constitution*, 2003, Article 118, paragraph 1).

The military transformation process signifies changes both in terms of doctrine, organization and structure of forces, capabilities, and at the military intelligence, training and education, human resources management, budgeting procurement and program level. The legislative framework for the organization and functioning of the military system, which regulates its role in society, was largely revised and adapted to new environmental area, regional and global security conditions.

## 2. From classical army to modern army. Romanian army reform stages

Military organization is one of the Romanian society's pillars, and once with the fall of communist regime in December '89, the Romanian state began a complex transformation process which inevitably involved also the armed forces. This transformation was necessary because of the role of modern armies in Europe, which the Romanian army wanted to be part of, had changed focusing on crisis management, conflict prevention and stability process control.

In one of his articles, Lieutenant General Constantin Degeratu, Chief of the Defence Staff of Romania sustained that "the Romanian Armed Forces have begun a significant process of reform since January 1990. This restructuring process went through three stages during 1990-1999, as follows:

- *First Stage (1990-1994)* - aiming to start a first change of the structure, eliminate political control by the communist party and develop a new legislative framework for defence" (Degeratu, 1999, p. 53).

During this stage it appeared: Army Staff, Aviation and Air Defence Staff, Navy Staff, following a major restructuring of the Ministry of National Defence. Army was transformed into a modern structure, based on military, army corps, brigades, battalions (battalions).

- "*Second Stage (1994-1996)* - characterised by: completion or the structural reform; organisation of the Armed Forces on battalions, brigades and army corps; beginning of a process for achieving interoperability with NATO forces, based on the Partnership for Peace (PfP) programme (Planning process and review PfP - PARP 1); reform of the military education system and completion of the process of organising those battalions assigned to peacekeeping missions" (Degeratu, 1999, p. 53).

During the second reform stage in 1995, was approved the Law no. 80 – Military Staff Status, which defines the status of the military staff, as being "Romanian citizens to which was granted the rank of officer, warrant officer or non-commissioned officer, in relation to their military and professional training, as provided by law. Military personnel are serving the nation" (*Law no. 80 - The military* 1995, chapter I, article 1, paragraph 1).

- "*Third Stage (1997-1999)* - characterised by: reorganisation of the command and staffs in a modular way, compatible to NATO structures; development of a new personnel strategy; reconsideration of officers' professional career; implementation of the interoperability objectives assumed within PfP/PARP 11; starting the process of creating the Rapid Reaction Force, and so on" (Degeratu, 1999: 53).

Also, in order to align with performance standards of modern armies, was acquired in 1998 a new vision of human resources in the Romanian army. It took over from the West the "pyramid model of the positions structure and trained military personnel (such as to reach, in 2003, the ideal proportion of one officer to three non-commissioned officers), beginning the rehabilitation of the non-commissioned officers status and turn it into the army's «backbone»; for laid off staff, left without jobs, were provided retraining measures" (*Curierul Național*, 2002, Anul 7, nr. 3579).

The first three stages of Romanian army reform were continued during 2000 - 2010 by two additional stages, as follows:

- *Fourth Stage (2000-2006)* - characterized by Romania's efforts to join NATO. This stage has two major components: restructuring the armed forces in order to ensure credible defensive capabilities and modernization through acquisition of new technologies to increase operational capacity of forces. In 2002 appears the first rapid reaction brigade in Dej county. On March 29, 2004 Romania is accepted as a full member of the North Atlantic Alliance.

- *Fifth Stage (2007-2010)* - characterized by creating the legal framework to regulate the activity of professional military officers, Law no. 384/2006 on the Status of soldiers and graded volunteers stating that they "constitute a distinct body of military personnel, recruited on a voluntary basis and situated at the base of military hierarchy" (*Law no. 384 - Volunteer soldiers and graduation status* 2006, chapter I, article 1, paragraph 1).

Of the official data is shown that at the beginning of reform, in 1990, the Romanian Army recorded a total of 320.000 people (military and civilian). Their number declined during the reform process, as follows: 1999 to 180.000; 2003 to 140.000, 2007 to 90.000, 2010 to 73.350 active troops (*The Military Balance* 2010, pp. 157-158), thus reaching the proposed targets in the early reform regarding the army's personnel by 2010.

### **3. Romanian army human resources. Past and present**

Creating a professional small sized army, able to effectively serve the interests of military security of the country and participate in general European and trans-European efforts to strengthen security and peace on the continent, represents the main objective of the Romanian army's restructuring. With the restructuring of the Romanian army was given emphasis on the reorganization of military education, as "officers military schools turned into military higher education institutions and were the Military Medical Institute and the Faculty of Military Sports were created. The General Military Academy became the Academy of Military Studies and technical section became the Military Technical Academy. "Mircea cel Batran" Institute of Marine became the "Mircea cel Batran" Naval Academy, and since 1992 began operating the National Defence College" (*Curierul Național*, 2002, Anul 7, nr. 3579). All these institutions are the basis of human resources reform, through the contribution they make in training and continuous improvement of the military personnel.

Following experiences in peacekeeping missions related to human resource management, the theory implemented by modern armies led to the idea of the professionalism of the Romanian army. Maintaining a high level of professionalism of the army should be linked to an appropriate performance management, being defined as "a strategic and integrated approach to ensure lasting success in organizations activity, by improving the performance of people working within and by developing teams and individual participants capabilities" (Armstrong and Baron 2003, pp. 28-39).

Addressing the idea of professionalism leads to identifying a national strategic objective, which "represents the creation of a personnel performance management system in line with the needs of restructuring and operational process of the armed structures, in order to ensure full interoperability in this field with the armies of NATO and the EU" (*Romanian Ministry of National Defence Strategic Plan 2010-2013*, 2009, p. 14). Human resource management requirements regarding selection

require that young people embracing a military career be characterized by the will, determination, competitiveness, effective and emotional commitment, intellectual curiosity and desire for teamwork.

Military profession is associated with a thorough training and acquiring skills, responsibilities and experiences associated with specific hierarchical positions of the military profession, since granting the first rank and employment in first job position. In the modernization process of military career management system, adopted programs aimed all human resource management components of the defence, namely:

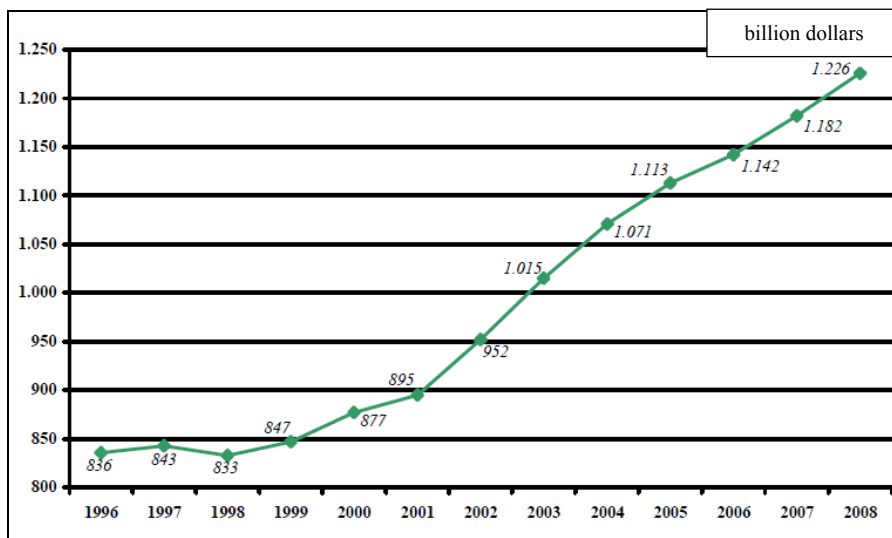
- *Defining position* - was adopted the structuring model of pyramidal military ranks.
- *Personnel recruitment and selection* - building a system compatible with that of NATO armies (consisting of 41 information-recruitment offices and 3 regional centres for selection and orientation).
- *Training and career development* - the existence of a Military career guide and the selection commissions (ensure transparency, equal opportunities and fairness in promoting/accesion personnel in positions and/or continuing education courses).
- *Evaluation and motivation for the military profession* - existence of an evaluation grid in accordance with NATO standards.

For the period 2011 - 2015 was approved by the Minister of National Defence the *Strategy to promote the military profession*. It supports "recruitment goals and assumes that the full professionalism of the army requires repositioning military profession on professional and labour offer market, boosting young people's interest for the military career and the prestige of the soldier/voluntary sergeant profession" (<http://dmru.mapn.ro/index.php?pag=acte>).

#### **4. Impact of economic factor on Romanian army human resources**

In most developed countries, annual financial resources allocated to the army are directly proportional to the size of the state's GDP. Romania can not make an exception to this rule, therefore "planning and programming funds for defence is achieved in accordance with the general objectives of the Ministry of National Defence and with the priorities defined based on the provisions of National Defence Strategy, defence policy guidelines set by the Government programme and in accordance with NATO's Strategic Concept and NATO Ministerial Directive, financing based on programs representing the basis for planning, programming and budgeting process" (*Romanian Ministry of National Defence Strategic Plan 2010-2013*, 2009, p. 8).

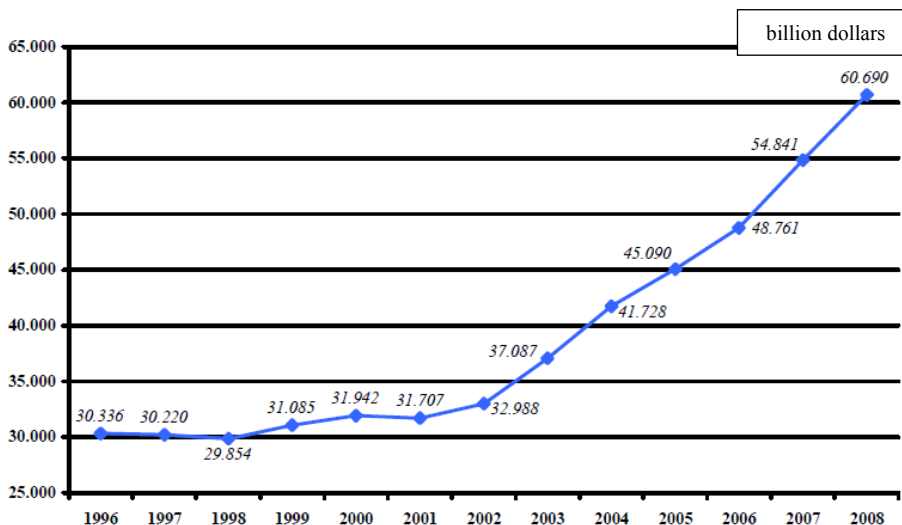
Depending on the funds allocated to an army, it may fulfil all or part of the proposed tasks. By providing an army with modern technical equipment, leads to increase operability and responsiveness. Worldwide military spending has increased exponentially as was showed in the chart below:



**Figure no 1:** The evolution of global military expenditure

Source: Stockholm International Peace Research Institute (SIPRI), *Military expenditure by region in constant US dollars* apud. Băhnăreanu, *Influența*, 41.

This increase in funds allocated to the army is due to gradual increase of global GDP, which has doubled within 12 years. In 1996 the GDP value was 30.336 billion dollars and in 2008 reached 60.690 billion dollars.

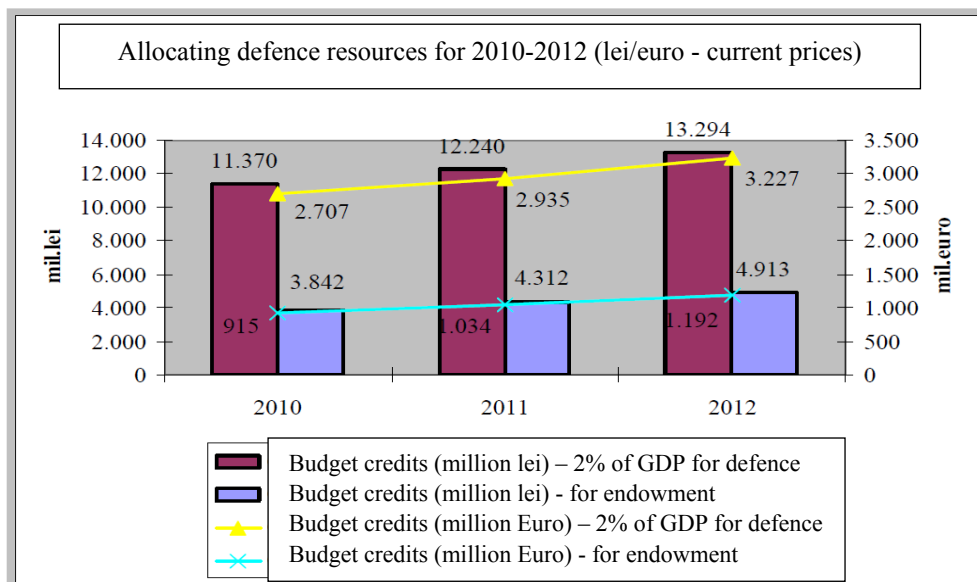


**Figure no 2:** Evolution of world GDP

Source: IMF, *World Economic Outlook Database*, apud. Băhnăreanu, *Influența*, 40.

As it can also be found in the book of Mr. Băhnareanu "for the allocation and distribution process of defence resources should be taken into account the following requirements: to be provided within the proper time, to be provided in sufficient quantity and required quality, to be useful, i.e. to meet military needs, to be complementary, that is coordinated with NATO and EU requirements, to be sustainable, i.e. to support military efforts for a long period" (Băhnareanu, 2009, p. 21).

As found in the Ministry of National Defence Strategic Plan 2010-2013 for the period 2006-2009, Romania has failed to meet its obligations under the Accession Treaty to the North Atlantic Alliance, namely to allocate a minimum of 2% of GDP to the army. Within the new budget planning for the period 2010-2012, the Government wants to accelerate the modernization process of the army to fulfil the commitments by allocating a minimum of 2% of the GDP. This forecast is found in the figure below:



**Figure no 3:** Forecast of resource allocation for defence in Romania for 2010-2012  
Source: *Ministry of National Defence Strategic Plan 2010-2013, 12.*

## 5. Conclusions

Army is constantly changing and this requires a development of human resource management through its transformation into a strategic and coherent field, destined to face challenges and external influences. The success of the military organization and the importance of specialists training in this field are given by the human

resources policies strategy closely linked with the funds allocated for research and development of new technologies and programs.

Systemic approach of human resources issues in the army led to solving personnel problems from a much wider perspective, taking into account as many aspects as possible, including performance management, organizational culture and organizational behaviour. In modern conditions of the transition from an army of recruits to an army of volunteers and professionals, the emphasis is on prior training of the soldier, knowledge, skills, and also the principles already established.

The result of all stages of reform stands in the Romanian army involvement in all international keeping/peace enforcement missions under UN or NATO. Military reform can not stop at this level, requiring continuous adjustment to current and future requirements.

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