

FEATURES OF HUMAN RESOURCES MANAGEMENT IN THE ROMANIAN ARMY, IN THE CONTEXT OF N.A.T.O. AND E.U. INTEGRATION

Aurelia Teodora DRĂGHICI*, Adina Eleonora SPÎNU**

*"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania

**"Aurel Vlaicu" University, Arad, Romania

teodora24a@yahoo.com, adinasturz@gmail.com

Abstract: *According to its purpose, statute and powers well defined in the Constitution, the Romanian Army can defend only the interests of the Romanian nation which has defined, in time, its place and role in society. It is well known that the Military institution has represented a main component of the social and political life during our whole evolution of the Romanian State and the existence of the Romanian nation was always circumscribed by its presence. The officer's body and the whole army played a vital role in promoting the ideas of national interest, especially in the last one and a half century. To this is added the high value of the defense function and of the military institution, which played a special role in the risen credibility of the army throughout the civil society, considering all the threats that the Romanian nation and State had faced.*

Keywords: state, army, military institution, human resource, human resources management

At the moment, the army has a specific activity that is written in the Constitution with a well defined role in society, the military not being allowed to be members of political parties.

The military institution must promote the Romanian traditional values, to explain and insist upon the right of society to claim that the army forces keep their predestined place in society and in any situation to keep its political neutrality because its non involvement in ideological or political disputes it's absolutely necessary. Because all the positive or negative phenomena that take place in society have a direct influence upon the military institution, and the civil-military relations might generate some unpleasant situations, it is necessary to avoid, until its complete exclusion, any political interference in the army's life or activities and also to stop the transfer, even

partially, of problems from the civil life to the military corps. Simultaneously, by some specific methods and forms, the young generation's interest of the military life must be increased, so that this will lead to the uprising of the citizen's trust in the army as a fundamental institution of the state.

Romania has become, in the spring of 2004, a member of the North Atlantic Treaty Organization and in January 2007 of the European Union. These memberships bring with themselves responsibilities and also advantages. As a member of NATO, Romania has a series of responsibilities and its main duty is to defend itself and its allies.

In order for the military organization to be able to carry out its legally entrusted constitutional tasks, its human resources must be part of the society they defend. At

their turn, they have a specific management which "... represents a complex of interdisciplinary measures, concerning recruitment, selection, framing, use through ergonomic organization of work, material and moral stimulation, until the moment of cessation of the employment contract "[1].

Human Resources Management in the Romanian Armed Forces

Human resources within the army are made up of officers, military foremen, warrant officers, soldiers and volunteers, as well as civilian contract staff. Through the work of all these resources, the army's objectives are achieved. At the same time, they also value other resources, using them as rationally as possible. Thus, we can say that the human resources management represents all the activities promoted by the army management at all hierarchical levels, in order to use the staff at its best.

As regarding NATO armies military personnel is divided into two categories, depending on how they are recruited and employed:

- a) *professional staff* - this includes staff recruited and employed on a voluntary basis; he / she will then work on a contractual basis; of this category are officers, military foremen, warrant officers, volunteers and soldiers, civil servants and civilian contract staff;
- b) staff with compulsory service - this category includes the personnel who perform the compulsory military service on the basis of legal provisions (it is the case of the former soldiers in term and of the low-term military).

Each of the categories that make up the human resources of defense, with clearly defined responsibilities, in accordance with the need to respect the command unit principle, will participate in the accomplishment of the army's missions. In essence, modern armies establish by definition the place and the role of each category of personnel, thus [2]:

- The *professional soldier* is the person in direct contact with various objects and equipment, he is the executor, the "craftsman";
- The *warrant officer* conducts small groups specialized in a specific type of action: military, technical, training, logistics, special operations. He runs small organizations at the base of the military hierarchy;
- The *officer* is, in essence, the leader; he has the duty to design and conduct military action at different levels of the military hierarchy;
- The *civilian* is the expert in support activities that do not require military qualification or, in other words, he represents the leader of such expert structures, according to the principle that any position that can be fulfilled by a civilian will be fulfilled by a civilian.

Strategies and human resources policies in the military

Since 2007, our country's army has been fully professionalized by abandoning conscription and using volunteering as the only method of recruiting professional militaries for the Romanian Armed Forces. The strategic objective of the Romanian Armed Forces in the field of human resources is to achieve an efficient management system for the personnel, responding to the needs of the process of restructuring and putting into operation of the armed structures, so as to ensure full interoperability with the armies of the NATO member states.

According to the provisions of the National Defense Strategy of the country, the creation of efficient mechanisms for selection, training, high-training and promotion personnel will be pursued, so as to ensure the needed number of professional military in the field of defense.

In order to achieve these goals, the following specific objectives will be pursued:

- attracting high-potential human resources for the military profession, as well as their efficient use;
- implementation of the individual military career management system for the military personnel;
- the reorganization of military education, in line with the Concept of transformation of military education;
- developing the linguistic competence of the military staff, especially of personnel participating in international missions;
- stimulating the army personnel by increasing the wage income, improving quality of life and by making the social protection system;
- staff reorganization, by category of personnel;
- the selection and training of the Ministry of National Defense personnel in permanent and temporary missions abroad, in structures of international military representation (UN, OSCE, etc.), in NATO and EU commandos or structures, in coalitions, as well as in theaters of operations from the Balkans, Afghanistan, Iraq.

In the military organization, the human resources management system must meet simultaneously two conditions: to respond both to the current and prospective interests of the Romanian Armed Forces in the field of human resources, while at the same time supporting the development of these resources at different time periods (compatible with that of NATO member countries).

Therefore, in order to be able to talk about a reform of the human resources management system of the Romanian Armed Forces, it is necessary to start from the present state, with the mentioned dysfunctions, being also based on the theory of human resources management and the experience gained in the field by modern armies. In the context of these needs, the principles of reforming the human resources management system of the army were developed:

- the human resources reform is a systemic one; all components of the system are being discussed and redesigned, namely: recruitment and selection, initial training; use and further development; reconversion and decommissioning;
- the human resource management system is integrated into the global military body management system;
- the human resource has the same status as the other resources on which strategic defense management is based;
- redesigning the human resource management system is done on scientific basis, using theoretical methods and experience validated by the practice of modern armies;
- career management and promotion based on competence and development potential;
- engaging the individual in developing his or her own career;
- development of management - a basic component of the professional development of military personnel;
- open and visible management system based on simple, clear and precise rules;
- centralizing the formulation of strategy and policies for human resource management and decentralization of implementation and execution;
- Medium and long-term thinking of reform projects and awareness of the fact that staff reductions have high financial implications.

Romania's integration into NATO and the EU has led to major changes in the field of human resources management in the Romanian Armed Forces. The practice of modern armies highlights the fact that the main objectives of the human defense resources are the same as for any organization, namely personnel assurance, its development, motivation and maintenance, with the mention that in their fulfillment certain features are determined by the characteristics of the military institution.

The most obvious features of human resources management, determined by the

specificity of the military environment, are:

- the organization of posts in a pyramidal structure, which determines that only some of those who opt for the military career should practice it until the retirement age;
- the recruitment of military personnel based on criteria determined by the need to identify the specific military career skills;
- rigorous selection and maintenance in the system only of those persons who demonstrate potential for developing a military career;
- staff training and specialization in accordance with the role and place they will occupy throughout the military career;
- improving the training activities so that they meet the requirements of each stage of the military hierarchy;
- permanently evaluating performance and identifying the potential for further development under rigorously defined conditions;
- use of a motivation system that attracts and maintains the human resource;
- ensuring social conditions - housing, medical care, feeding, equipment - which will allow the total availability of staff to the requirements and missions of the military profession;
- social protection, including professional retraining if leaving the military institution.

Human Resources Management aims to unite people and ensure the effectiveness of the organization, giving everyone the opportunity to make their own contribution to the success of the institution, both as an individual and as a member of an organization. At the same time, human resources management offers solutions to solve the specific problems of this resource, not only from the perspective of satisfying the interests of the management of the institution, but also by considering employees as human beings with individual needs, aspirations and behavioral motivations.

The management of human resources in the army should remain open to requests

for refinement through feed-back from military structures with responsibilities in the field, from military and civilian personnel as well as from society, and of the North Atlantic Alliance. This is all the more so since the integration of Romania into the Euro-Atlantic structures is a complex, long-lasting and multidimensional process, which involves taking into account the alert dynamics of social reality in our country, in the areas of national interest and NATO.

The Human Resources Strategy in the Romanian Armed Forces must designate the direction of the Army's management in substantiating all activities related to the planning, recruitment, selection, designing of states of organization, development, evaluation, promotion and remuneration of military and civilian personnel, as well as protection, health and growing its quality of life.

Human Resources Strategies in the Romanian Armed Forces must start from the missions to be fulfilled as well as from the content of human resources management and must use an appropriate investigation methodology that will ensure a rational direction of efforts in this field of activity.

To exemplify, we highlight the main strategies used in the field of Human Resource Management, adopted after assuming the goal of NATO integration, to ensure interoperability with fellow member armies, as follows:

- abandoning conscription and recruiting staff on a voluntary basis;
- structuring of posts in a pyramidal system;
- redesigning the normative framework of career development, promotion being the result of professional competence, previous experience and development potential on higher levels of the military hierarchy;
- selection for positions based on transparency and equal opportunities for promotion;

- personnel restructuring in order to increase the share of certain categories (i.e. warrant officers and military volunteers) and reduce the share of others (senior officers, generals, short term soldiers, civilian personnel) and also professional reconversion;
- specific social protection upon conclusion of the contract with the military institution;
- ensuring language skills for military personnel;
- appropriating NATO procedures and standards.

Starting from the strategies outlined above, we can define, in a synthetic way, some of the personnel policies promoted in the field of human resources management of defense as follows:

- policy of equal opportunities in recruitment and employment - access to the military profession is non-discriminatory on the grounds of gender, religion, ethnic origin; free positions are occupied under the law, according to equal chances;
- policy of involvement and participation in the development of one's own careers - the use of staff is based on uniform, transparent rules, known from the entrance to the military institution; staff are encouraged to refine their individual training;
- remuneration policy - remuneration ensures the maintenance of staff despite the pressure from the labor market (especially from other structures within the National Defense System);
- protection policy - the reduction of army staff is done by ensuring the professional reconversion and the social protection of the dismissed.

Human resources policies and strategies play a decisive role in ensuring the success of any organization, especially in times when fundamental changes are required in the organization.[3]

Given the importance of recruiting and selecting human resources within the

army, we consider it opportune to come up with some proposals to improve them:

- the fundamental, constitutional duty on the right and obligation of the country's defense citizens should be a distinct subject of approach in campaigns to promote the military profession, as well as in recruitment and selection activities;
- intensifying and diversifying the public information campaigns on the Romanian Army nowadays
- both the military system in general and the education system to insist much more than at present on the promotion and cultivation of the fact that the Romanian armed forces have a fundamental role in guaranteeing the sovereignty, independence and unity of the state, integrity territorial and constitutional democracy; At the same time, we propose revising and completing the current Strategy for the Promotion of the Military Professions (2011-2015), in order to include the topic "Topics to be addressed"[4]
- in campaigns to promote the military profession and, above all, to recruit and select new candidates, insist much more on the difficulties and risk factors associated with the military profession, so that those concerned can pronounce and consciously opt and deliberately
- meeting at least once a year representatives of the military system (recruiters) with the target groups in the school educational establishments, based on collaboration protocols, as well as developing and distributing promotional materials on the strengths of the military profession
- enhancement of campaigns to promote the professional military profession, with emphasis on general criteria and specific criteria for recruitment and selection.

Conclusions: The issue of human resources management in the army has gained a special significance, both because of the significant and rapid changes in the Romanian society, as well as the structural and content transformations of the military

institution. Harmonizing changes in the military environment with those generated in the field of human resource management is a permanent and difficult task for those with responsibilities in this area of activity. In addition, the impact of technical progress and the information

revolution, coupled with that of military reform on human resources in the army, must also be taken into account in the conduct of recruitment, selection, training, development and use of military and civilian personnel.

References

- [1] Lefter, V., Deaconu, A. (coordonatori), *Managementul resurselor umane. Teorie și practică*, Ediția II-a, revăzută și adăugită, Editura Economică, București, 2008.
- [2] Duțu, P., *Impactul integrării în Alianța Nord-Atlantică asupra managementului resurselor umane din Armata României*, Editura Universității Naționale de Apărare, București, 2005;
- [3] Antip Adrian, *Managementul resurselor umane în Armata României în contextul integrării în NATO și UE*, Rovimed Publishers, Bacău, 2010, pag.54;
- [4] *Strategia de promovare a profesiei militare (2011-2015)*, Editura Direcția Management Resurse Umane, București, 2011.