



MANAGEMENT OF HUMAN RESOURCES IN THE ROMANIAN MILITARY

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The overwhelming evolution of technology in recent decades, whether in the electronic or technical field, as well as the global security challenges have intensified the development of defense systems and implicitly the necessary resources. In this sense, a very important argument, of the significant progress, of the human resources management within the Romanian Military is the successful support of the military actions together with the members of the coalition. This article will highlight the role, objectives and particularities of human resources management in the Romanian Military, but also the need for continuous modernization of this field, in the context of staged integration into NATO and changes in the security environment.

Keywords: resource planning; human resources management; modernization of military education.

Conceptual Aspects

Starting from the general management, the human resources management borrowed some concepts and study methods and, at the same time, it delimited its own field of activity, respectively the people, approached in another hypostasis, that of human resources.

In the paper *Human resources management*, Professor Aurel Manolescu, based on the analyses undertaken, states that "human resources management has been differentiated and empowered, restricting its issues and subject matter, and, consequently, specialized, having a well specified position in the general management"¹.

The human resource management, as a theory and practical activity, is one of the achievements of the last century and, over time, it has been called: "personnel management", "industrial relations", "management of the personnel activities", "employee development", "management of the personnel" with a substantial impact on performance in all areas of activity, including the military.

Human resources management is defined and interpreted in the paper *Human resources management*², as follows: "human resources management is a set of activities that ensure the procurement, development and conservation of human resources that an organization needs

to achieve its objectives", "it includes all the activities oriented towards the human factor, having as objectives: conception, design, optimal use, maintenance and socio-human development".

Given these areas of activity, De Cenzo, A. David and P. Robbins suggested in the paper *Personnel/Human Resource Management*³ that: "human resource management is a process consisting of four functions: 1. acquiring; 2. development; 3. motivation; 4. maintaining human resources".

The paper *Public Management, Part I – Human Resources Management in Public Institutions*⁴ highlights the operational dimension of human resources activities as follows: "determining the general objectives and policies to ensure the efficient use and fair treatment of resources; the development of a structural support that would allow the division of responsibilities and authority between hierarchical managers and human resources specialists or the revision of the existing structures; planning the necessary human resources; providing human resources; human resources development; conservation of human resources".

Defence Human Resources

The human resources management in the military has acquired a special significance, both due to the significant and rapid changes in the Romanian society, as well as to the structural and content transformations of the military institution in order to respond easily and adequately to the security needs.

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Thus, on October 9, 1862, within the Ministry of War, a central personnel structure was established at the level of the entire military for the first time, carrying out its activity with professionalism and devotion and, going through several stages and holding several names as follows⁵:

- "Personnel and Military Operations Directorate;
- Directorate of General Staff and Infantry;
- Infantry, cavalry and personnel direction;
- General Directorate of Personnel;
- Military Personnel Directorate;
- Personnel and Education Department;
- Personnel Directorate of the Ministry of National Defence;

- Human resources management department".

In 2017, with the entry into force of Law no. 167/2017 for the amendment and completion of Law no. 346/2006 on the organization and functioning of the Ministry of National Defence, the Human Resources Management Department became the General Directorate of Human Resources Management.

Defence human resources management has been a benchmark in the field of human resources, both at organizational and institutional level and at national level and has triggered a favorable evolution over time, addressing an operational personnel management, focused on the development of quality human resources to meet the needs of military personnel both nationally and internationally.

A professional military is defined, first and foremost, by the human dimension. Attracting and generating human resources with high potential for the military profession, the efficient use and development in the military system of competitive resources have been the essential directions of the functioning of the professional military.

The human resources management has undergone an assiduous process of adaptation to the requirements of times, of appropriate solution of the difficulties appeared so as to ensure a high degree of efficiency and at the same time to bring an added value to the institution.

The primary role of human resources management involves attracting adequate human resources, preparing them to the highest level, adapted to the requirements of the positions so as to meet both the needs of the institution and those of military personnel.

In order to optimize the necessary personnel within the military, which is established annually, the General Directorate of Human Resources Management elaborates the following documents⁶: "strategies, policies and regulations specific to the promotion of the military profession, recruitment, selection, admission and initial training of military personnel; the schooling plan in the military education units/institutions and the military structures destined to the initial and continuous professional training; the plan for recruiting candidates for military education units/institutions; the type, form of organization, succession, objectives and duration of the initial professional training programs, in accordance with the law, except for the training programs for soldiers/professional ranks".

Starting from the functions of human resources management, several objectives can be distinguished, such as:

- human resources planning;
- ensuring quality human resources;
- developing the professional competence of the staff;
- modernization of the military educational system;
- staff retention.

Human resource planning is an extremely thorough process, it is done based on the forecast of the necessary short, medium and long term professional skills. At the same time, it is envisaged to ensure the evolution in the career, but also to increase the level of competition and performance of the human resource in correlation with the strategic objectives of the defence.

Ensuring quality human resources is a real challenge in terms of recruitment and selection of human resources, in this sense the aim is to increase the attractiveness of the military profession through various means, including the intensive promotion of the military profession using virtual space, or annual campaigns that involve direct contact with potential candidates. An imperative aspect is the promotion of values specific to the military environment, such as: patriotism, civic spirit, loyalty, courage, respect for the authorities, etc.

The development of the professional competence of military personnel appears as a need to respond to the challenges of the security environment,

but also as a requirement for the application of educational policies and strategies. This involves organizational planning of the individual career and the development of a competitive and efficient professional environment.

The modernization of the military education system aims to improve educational processes, as well as their digitization and development in a large-scale e-learning system. Also, the endowment with modern equipment and the professional development of instructors and teachers are taken into consideration. At the same time, it is necessary to develop partnership programs with the educational institutions of the NATO and EU Member States in order to ensure continuity and gradually increase training at the highest level⁷.

Another aspect that cannot be neglected is the retention of personnel; thorough efforts are required to maintain the system by controlling professional mobility and increasing the quality of life of military and civilian personnel and also veterans. These involve reshaping the legislative framework and regulating salaries and pay other due rights. These are essential to ensure the continuity and harmonious and nonconvulsive change of generations of the military.

The main objective of the Romanian Military in the field of human resources is the development of a modern management system and the remodeling of military education following the three stages provided in the "Strategy for the transformation of the Romanian Military" 2007, the modernization process that will take place until 2025, according to the requirements of NATO and EU integration, as follows⁸:

1. "Stage of completion of basic restructuring (2005-2007).
2. Stage of operational integration in NATO and the European Union (2008-2015).
3. Stage of full integration in NATO and the European Union (2016-2025)".

It can be seen that at the moment the Romanian Military is in the third stage; it is mainly dedicated to improving education according to NATO standards with the development of distance education and professional development of military personnel at the same level as NATO member countries.

The support of the human resources management process in the Romanian military organization, as an intrinsic mission of the functioning of the

military system at the highest standards, was materialized by modernizing the higher military education in its own institutions.

The assiduous development of the higher education structures correlated with the policies in the field of human resources management, constantly aim at ensuring the necessary conditions for the supply of candidates suitable for military service, in the necessary number and at the established quality standards. For the Romanian Military, this means that the military field can benefit from human resources capable of fulfilling the missions and objectives assumed, given the technological developments that increase the diversification and complexity of security risks and threats.

Characteristics of Defence Human Resources Management

The most obvious peculiarities of human resources management, determined by the specifics of the military environment, are:

- the organization of positions in a pyramidal structure, which determines that only a part of those who opt for the military career practice it until retirement age;
- the recruitment of military personnel based on criteria determined by the need to identify skills specific to the military career;
- its rigorous selection and retention of only of those with potential for military career;
- the training of personnel and their specialization according to the role and place they will occupy throughout their military career;
- improving the training according to the requirements of each level of the military hierarchy;
- permanent evaluation of performances and identification of the potential for further development, under rigorously defined conditions;
- use of a well-defined motivation system;
- ensuring social conditions – living, medical assistance, feeding, equipment – that allow the total availability of personnel to the requirements and missions of the military profession;
- social protection, including professional reconversion at the end of the military career.

All these contribute to the achievement of an efficient management of the professional human resources of the defence adapted to the realities of the new context of the security environment and



respecting the objectives within the modernization process.

Conclusions

Romania's accession to NATO and the EU required the identification of new objectives in the process of modernizing the defence human resources management, but especially the reorganization of military educational institutions adequate to the requirements of the need to develop a high-performance system in line with the alliance's needs, but also the current training needs of officers at the highest standards.

Practices in this field, within the militaries of NATO and EU member states, impose the need to implement an individual career management system, which will stimulate the desire for professional development of military personnel and keep them active.

The development of human resources management will lead, among others, to the achievement of the proposed objectives, the improvement of professional skills, the efficiency of activities in the field of human resources.

NOTES:

1 Aurel Manolescu, *Managementul resurselor umane*, Economic Publishing House, Bucharest, 2003, p. 29.

2 *Ibidem*, p. 38.

3 *Ibidem*, p. 40.

4 I. Verboncu (coord.), A. Deaconu, I. Chivu, D. Popescu ș.a., *Management Public*, Partea I – *Managementul Resurselor Umane în Instituții Publice*, University Publishing House, Bucharest, 2005, p. 318.

5 <https://dmru.mapn.ro/pages/view/93>, accessed on 15.01.2021.

6 *** *Ordinul nr. M. 217, din 22 noiembrie 2019 pentru aprobarea condițiilor și criteriilor de recrutare, precum și a*

instrucțiunilor privind organizarea și funcționarea sistemului de recrutare, selecție și formare profesională inițială a candidaților la profesia militară; it contains the changes from Monitorul Oficial, *Ordinul M.112/11.06.2020*, Monitorul Oficial no. 518/17.06.2020.

7 https://www.mapn.ro/legislatie/documente/carta_alba.pdf, accessed on 10.12.2020

8 *Strategia de transformare a Armatei României*, <https://www.mapn.ro/legislatie/index.php>, accessed on 12.01.2021.

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