



ACTIVITY MANAGEMENT OF THE OF ROMANIAN ARMY STAFF PARTICIPATING IN MULTINATIONAL OPERATIONS

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The changes that have occurred lately in the geopolitical and geostrategic environment highlighted the use of armed forces as a strong argument for solving international crisis situations. In this regard, planning, organization and conduct of military actions in the international context have become a reality of our times, respectively an efficient solution in many of the conflicts from the last period of time.

Keywords: multinational operations; personal management; human resources; command and control; military actions.

The participation of the Romanian Army in multinational operations in an allied context, beyond the national borders, under the leadership and command of the North Atlantic Treaty Organization/NATO, in military actions carried out under the leadership and command of European Union/EU, United Nations Organization/ ONU or the Organization for Security and Co-operation in Europe/OSCE, respectively in the context of a force coalition, under the leadership and command of one of the NATO members, SUA, has led lately to the elaboration of a normative framework, much more detailed, allowing the Romanian military and civilian personnel to act at a great distance from the country, often in conditions of danger and stress.

This complex and often long process that ensures the participation of the military in the Romanian Army in this type of military actions always begins and ends, under the coordination of personnel structures, regardless their level. Benefiting from ever-improving legislation, the process of selecting all categories of staff wishing to take part in such missions becomes more efficient from one stage to another and allows all participants to take part in the verification tests set by the legislator.

In our opinion, the management of the personnel selection process to participate in multinational

operations is part of the range of support actions and thus should be addressed in this regard.

In this sense, in accordance with the doctrinal provisions in force, in the Romanian army, personnel support represent "... the whole amount of planned activities, organized and carried out in order to provide human resources necessary for commands, major units and units participating in operations"¹.

In the sense of those presented above, we would like to highlight the fact that the process of ensuring personnel for participation in multinational operations is based on a number of principles, as follows²: continuity, permanent knowledge, authority, efficiency and selection.

By implementing these principles, a continuous process is ensured, through which human resources are generated; it provides the commanders with a secure mechanism to obtain a common operational image on the staff line and, regarding the support request, it respectively allows the establishment certainly of the moment when the resources necessary for the operation are to be put on disposal.

Last but not the least important, we consider that the compliance with these principles provides staff structures with the necessary tools to identify and establish the criteria on the basis of which staff selection is carried out both in terms of staff skills and competences and the type and complexity of operations, respectively of the function performed.

Considering the presented aspects, we believe that that assuring an efficient management of

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the personnel participating in the multinational operations, regards, first of all, the development of human resources, based on the specific functions of this process (forecasting, organization, coordination, training, control), and secondly, the identification of those commanders who are able to use efficiently all available resources, including human resources.

In accordance with the legal provisions in force, within the Ministry of National Defence, the personnel to participate in missions and operations beyond the national territory must go through a series of selection stages that will finally allow them to fulfill their missions and tasks by the job established by the participation agreements, respectively by the job description. The participation of the staff and of the force structures in such missions and operations is planned and organized, annually, for the next year, by the categories of forces of the army and the support commands.

I would like to mention that the participation of the Romanian Army personnel in this type of military actions is established at the level of Defence Staff (SMAp), through the subordinated structures.

Like any such process, the selection of personnel to participate in missions and operations beyond the Romanian territory is triggered on the basis of operational plans and orders developed by specialized personnel at the level of force categories' staffs and service commands. Through these plans and orders, the personnel designated to participate in such activities, beyond the country borders, follows a rigorous selection process, and subsequently, a training one for the conditions of the area of operations and job description of each of those to be appointed to the structures of forces nominated for this action.

Last but not the least, we would like to mention that this process takes place even at the level of major units, units and subunits to be deployed outside the national territory. As a specific aspect of this selection process we would like to point out that the personnel proposed by the force categories' staffs and by the support commands that are not part of the staffs of the nominated units to take part in missions and operations outside the national territory must go through the selection stages for the mission.

For the staff personnel that is going to take

part in such missions and operations, regardless whether they are carried out under the auspices of the ONU and the leadership of ONU, NATO, EU, OSCE or within coalitions of forces, respectively for fulfilling Romania's commitments, in some international regional security organizations, the selection takes place within the personnel structures subordinated to the Defence Staff (SMAp)³.

After completing the selection stages, the staff personnel that will carry out individual missions⁴ is deployed for a period up one year within the designated structures.

The minimum conditions (selection criteria) that must be met by the personnel that will take part in missions and operations outside the Romanian territory, regardless the structures they belong to, must ensure the fulfillment of the mission both individually and at the level of the personnel's structure⁵. Thus, in order to participate in the mission/operation, the personnel that is to go through the selection stages must be assigned to a similar position, as an initial condition.

Subsequently, the respective personnel must go through the selection stages to verify the physical and moral conditions (to correspond from a mental point of view), respectively from a medical point of view (medical conditions). At the same time, they are tested for the language skills required for the mission/ operation in which they are to take part (English, French, etc.), usually called language skills certification on four skills (listening, reading, speaking and writing).

A very important aspect for this stage is that the personnel taking part in missions/ operations outside the national territory must declare that they do not have personal problems that would affect their participation in the military action or a possible return to the country before the end of the mission, they have no legal problems that can affect their participation in mission and they have not participated in such missions in the last 12 months.

Regulations concerning the management of personnel participation in multinational operations have been amended and supplemented several times in recent years by the order of the Minister of National Defence or the Chief of Defence Staff, as follows: M.101/2011, for approving the criteria and methodology regarding the selection of personnel in order to participate in missions



and operations outside the national territory; M.59/2015, for organization and development of the contest/exam in order for the staff of the Ministry of Defence to occupy permanent positions abroad; M.6/2018 for the organization and development of the contest/ exam in order to occupy permanent positions abroad; M.4/2015, M.71/2017, respectively SMG-74/2016, for establishing the responsibilities regarding planning, training, participation, leadership and support of the military structures and personnel in missions and operations outside the national territory, or SMap/S-96/2018, for establishing the operational responsibilities regarding training and management of the military structures and personnel participating in missions and operations outside the national territory, in order to present the most representative of them.

A particularity of this selection process concerns the personnel that are to assign unique positions (financial, medical, public relations, information protection, air transport, etc.) and who, because of that, with the approval of legal personnel (chiefs of staffs of the forces categories, respectively the commanders of the support commands) are exempted from the provision of not having participated in other missions in the last year.

For individual missions, the selection of staffs is carried out on the basis of elimination and ranking criteria. Thus, after the elimination of candidates who do not meet the elimination criteria, those remaining in the selection process are ranked based on the result obtained in other selection tests. The function with the rank of colonel/ general considered as visibility functions, within the external missions, includes as a selection test, the interview, which aims to obtain a more eloquent image on the potential of candidates to participate in such external missions.

After the review of the main legal provisions governing the participation of the Ministry of National Defence personnel in multinational operations outside the national territory, it can be concluded that the selection process of military and civilians for such military missions and actions is well structured and with a known ending.

The realities of the repeated selection process, organized at the level of the structures that are nominated to make fully operational those units and subunits of forces to participate in such

missions, also incur a series of difficulties for those who organize this type of personnel selection, including:

- insufficient unique personnel that can assign specific functions from various fields of activity;
- difficulties, sometimes impossible to overcome, in terms of filling the positions of officer specialized in financial-accounting procedures, legal advisor, health insurance, air transport, communication and IT;
- the medical situation of some participants, which does not allow them to carry out the full range of responsibilities, according to the designated position;
- the decision made by some of the selected participants to give up participating in the respective mission.

As a rule, as it is well-known, the selections organized for the participating in operations outside the national territory can be attended by military and, in some cases, civilians from MOD of different ages. Usually, older military and civilians have more experience in terms of functional knowledge, specific to their position.

The results of the selection process often highlight the formation of some structures, especially when we take into consideration subunits such as National Support Element (ENS), as heterogeneous and without much experience. The examples can continue also in the case of counseling and assistance structures, with various specializations where we encounter similar situations, which require from the commanders sustained efforts to overcome various shortcomings.

Conclusions

The conclusions converge towards the selection process, especially for the units participating in multinational operations, which would allow them to ensure team units both during the preparation for the mission and especially during its execution.

The management of the personnel assurance process for participation in multinational missions is not only a set of specific principles, rules or procedures that ensure the participation of human resources in such military actions, but rather a mechanism for regulating the connections between specific regulations approached with those particular to the organization, planning and exercise the act of command and control of these operations.



NOTES:

1 *** SMG-P.F.-1, *Doctrine on personnel support in operations*, Bucharest, 2011, p. 9.

2 *Ibidem*, pp. 9-10.

3 *** M.101/2011, *Order for the approval of the criteria and methodology regarding the personnel selection in order to participate in missions and operations beyond the national territory*, Bucharest, 2011, art. 3.

4 *Law no 121, on the participation of the armed forces in missions and operations beyond the national territory*, published in the Official Gazette of Romania No. 427, part I, March 17, 2017, art. 2.

5 *M 101/2011, Order for the approval of the criteria and methodology regarding the personnel selection in order to participate in missions and operations beyond the national territory*, Bucharest, 24.11.2011, art. 3.

REFERENCES

*** *The Constitution of Romania*.

*** *Law no 80, on the Statute of military personnel*, published in the Official Gazette of Romania, no 155/1995, with the subsequent amendments and completions.

*** *Law no 346, on the organization and functioning of Ministry of National Defence*, published in the Official Gazette no 867, November 2, 2017.

*** *Law no 121, on the participation of the armed forces in missions and operations beyond the national territory*, published in the Official Gazette of Romania No. 427, part I, March 17, 2017

*** *M.101/2011, Order for the approval of the criteria and methodology regarding the personnel selection in order to participate in missions and operations beyond the national territory*, Bucharest, 2011.

*** *M.59/2015, Order for the approval of the Norms regarding the organization and development of the contest/exam for permanent positions that would be occupied by Ministry of National Defence personnel in the national representation structures abroad, as well as those in the structures where Romania is part*, with the subsequent amendments and completions.

*** *SMG-P.F.-1, Doctrine on personnel support in operations*, Bucharest, 2011.

*** *SMG 34/ 2013, Doctrine on the participation in crisis response operations non-article 5*, Bucharest, 2013.

*** *SMG/Ctrr.1, Instructions regarding the evaluation of the capacity of units/ detachments from the ground forces participating in missions outside the national territory*, Bucharest, 2008.

*** *SMAp-S-96, Provision for establishing operational responsibilities for training and management of military structures and personnel participating in missions and operations beyond the national territory*, Bucharest, 2018.