
The modernization of the human resources management system as a determining factor of national security

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Abstract

Modernization and development are the main factors that contribute to national security, and people are those who bring about change through various methods and techniques. Among the primary systems ensuring national security, the human resources management system plays a decisive role in this process, and its modernization contributes to ensuring and enhancing national security. Modernization necessitates digitalization through the implementation of new informatics systems and processes. To ensure the efficient development of this modernization process, the enhancement of the human resources management system also implies the cultivation of leadership and leaders within organizations. Investing in people is highly beneficial because they are one of the most valuable resources within an organization. By improving human resources activities, an organization can reduce long-term costs. The use of digital human resources management poses a new challenge for every organization.

Keywords:

national security; human security; digitalization;
human resources management system.

In order for the modernization of the human resources management system to contribute to the development of national security, it is necessary for all the institutions involved in ensuring national security to establish clear objectives for modernizing the human resources management system. To conduct research in this area, it is relevant to identify the main institutions involved in ensuring national security and the primary steps they must follow to modernize the human resources management system.

Military institutions and institutions of the Romanian Intelligence Service are the main ones which are responsible for accomplishing Romania's obligations as a NATO and EU member state. Those institutions should get involved in security activities both nationally and internationally and they need a performant human resources management system to develop national security strategies and policies in order to adhere to the international security standards.

Technological threats emerge daily as artificial intelligence constantly evolves at the speed of light and professionals must keep pace with these developments through continuous professional development and specialized training.

Even if human resources regularly participate in various courses and specialized training missions, it is not enough because the institutions must also provide them with an adequate working environment to develop and apply the knowledge acquired. This is one of the methods of modernizing the human resources system within an organization by investing in people and equipment.

1. Human security and digitalization

Marty Kaldor believes that security and development are two concepts that encompass freedom from fear and freedom from want (Kaldor 2010, 39-40). In light of these ideas, it has been concluded that development is not only about a rising standard of living, but also about the sense of psychological comfort that is related to the spiritual development of the individual and his or her relationship with the world in which he or she is embedded (how safe he or she is on the street, how much he or she is involved in decision-making, etc.).

Based on these principles, it has been concluded that the state is responsible for ensuring human security through organizations and over time certain motivational theories have been developed in the field of human resources that support career development policies, helping to align individual needs with organizational needs.

It is necessary that the principles of human security policy be applied continuously, gradually because human security depends on economic security, information security, and environmental security (*Figure 1.1.*), being, in fact, a sum of those components, since we cannot talk about a healthy individual with a sick body or a wandering mind, poorly fed and uncared for (Universitatea Spiru Haret 2015).

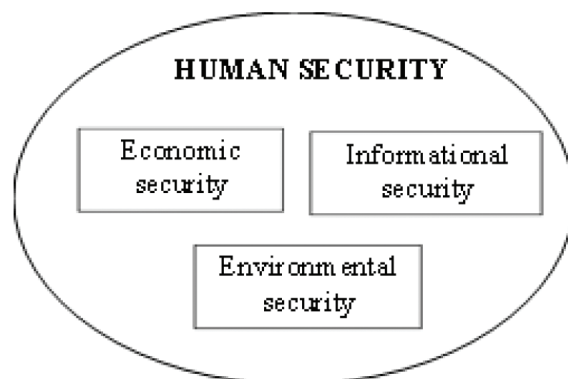


Figure 1.1. Principles of human security policy

Thus, a well-balanced person with comprehensive and complex training and resources at hand will be able to perform, innovate, and provide stability for others, including the military. These areas are intertwined and connected with common goals, developments, and motives. In trying to find the common factor, there are approaches such as neoliberalism, which sees the individual, as the fundamental element of society, as the link between all dimensions of security. It is thus argued that we are now in a new security paradigm, that “security at all levels is about people, who transcend all borders” (Sarcinschi 2005, 21-23).

According to the World 2009 authors’ criteria, the global system involves “...a juxtaposition of five major subsystems: political, economic, social, cultural and ecological” (Frunzeti and Zodian 2011, 37-45). These, together with the military, make up the six dimensions of state security. States establish a series of strategies for managing their security, usually grouped under the following headings: national security strategy, national defence strategy, and military strategy.

In November 2020, the Geneva Centre for Security Sector Governance held a conference on the connection between the human resources management system and the financial management system to identify opportunities for establishing human resources strategies with a security impact (ISSAT n.d.). Emphasis was placed on ensuring a transparent and fair pay system, transparency in recruitment, promotion and performance appraisal processes. In order to mitigate the effects of corruption at the institutional level and in HR departments, clear and transparent procedures for the conduct of HR processes need to be established.

According to Prof. Mihail Dumitrescu, the three vectors of success of an organization are management, technology, and intelligent use of human resources and these are based on the contribution of staff (Nicolescu 2004, 145-146). An organization’s strategy must take these factors into account and regularly invest in the development of these three vectors so as to enhance organizational performance.

Over the years, it has been demonstrated that it is not enough to invest only in the modernization of equipment and in the specialization of personnel, but it is also

necessary to emphasize the development of partnerships between countries because the principle of “two heads are better than one” is true. The European Union is based on this principle and has regulated this principle in 2022 by launching an official document, namely the Strategic Compass for Security and Defence.

The strategic compass is organized taking into account four factors - action, security, investment, and partnerships, which relate to four dimensions, crisis management, resilience, capability development and partnerships. Regarding national and international security, the strategic compass brings into discussion the development of two new security instruments that might be implemented by every country from the European Union, EU Single Intelligence Analysis Capacity and EU Hybrid Toolbox. EU Single Intelligence Analysis Capacity is like a security connection point for all the countries from the European Union, which is sharing the security risks that appear regarding armed conflicts, and cyberattacks. In this way, a common intelligence culture is developed among European countries and member state intelligence services are becoming stronger and more efficient, the EU becoming a strategic player.

More and more often, the security of the EU is becoming threatened by different hybrid tactics that are used by state and non-state actors. Another solution adopted by the Strategic Compass for protecting the security of the EU was the development of an EU Hybrid Toolbox. This toolbox is desired to develop different strategies for detecting hybrid campaigns at their early stages and this way EU Member States and partners will create a coordinated response in front of the hybrid threats and attacks (Council of the European Union 2022). Developing a common understanding and analysis of hybrid threats and campaigns will create a powerful EU and Hybrid Risk Survey is the main tool used in this process of developing an EU Hybrid Toolbox. It is recommended to develop and update periodically a UE spatial strategy for security and defence because complex threats appear daily.

Another objective of the strategic compass is the development of a Defence Innovation Hub (Centru de inovare în domeniul apărării) inside of the European Agency for Defence. Through this HUB, cooperation on defence innovation among Member states is developed, serving as a catalyst and amplifier in order to be better prepared for the future battlefield and the next-generation technologies (European Defence Agency 2022). Regarding the partnership between ONU and UE, the strategic compass considers that more peace and crisis management missions should be organized for the period 2022-2024.

Starting with 2021 a new program was launched in order to support the digitalization of public administrations from all the countries of the European Union. The Digital Europe program was structured to be developed from 2021 to 2027 and the main objective of this program is to make Europe more digital, especially for public sector organizations.

According to this program, it is relevant to create different digital innovation hubs in different regions from Romania in order to facilitate and accelerate digitalization in the respective region. For example, a digital innovation hub (called DIH4S) located in the North-West Region of Romania was created in 2015 in order to gather professionals in digitalization and digital transformation, more exactly around 80 IT companies which should contribute to these processes, academia, and administration, being the first Romanian Digital Innovation Hub.

For example, those digital innovation hubs that offer audit services on digital innovation opportunities are evaluating digital innovation readiness and establishing an implementation plan. They bring digital transformation to the public sector covering a wide range of technological areas, such as cloud computing, artificial intelligence, or cyber security.

To achieve success and increase national security, it is necessary to establish clear objectives for modernization of the human resources management system correlated with the national strategic defense goals. Air, land, and naval forces are involved to contribute to ensuring the nation's territorial integrity using land warfare and maritime capabilities ([Leonard 2017](#)).

2. Tools of modernization of the human resources management system

The first step in the process of modernization of the human resources management system of an organization should be the assessment of the human resources practices that are implemented inside that organization. The most frequently used tools in the process of assessment are examination, case studies, and questionnaires applied in the respective organization. Human resources specialists need to have a clear mirror of the current human resources policies and practices applied which are the modernization objectives established by the general manager, in order to develop a customized modernization plan of the human resources management system.

The general manager and the team management should thoroughly understand the respective plan and outline the primary steps of modernization to gain commitment from human resources specialists for its implementation. In this process of modernizing the human resources management system, it is also necessary to consider the national human resources legal framework, such as the labor code, the tax code, and the laws regarding salaries and pensions. Human resources specialists should also assess the capacity of leaders and managers to drive change at the outset. Additionally, it is important to establish a cooperative engagement.

Human resources specialists should recognize that no two organizations are alike in their procedures and goals. Therefore, they must adapt their approaches while being mindful of the specific aspects of the organization.

Thereafter, during the course of the human resources modernization process, it is important to conduct informal evaluations on an ongoing basis throughout the engagement, although it may also be useful to conduct more formal evaluations periodically. Strategic human resources management should be “aligned to the goals of the nation’s national security and military strategies” (Leonard 2017). From the beginning it is necessary to align the organizational goals with the human resources management system goals and one important tool for doing this might be the Talent management strategic human resources system. One solution might be for the human resources management processes to be developed according to the national strategic goals, taking into consideration that workforce requirements are the foundation for the human resource strategy. Specialists should identify the functional connections between the development of national defense requirements and the strategic objectives of human resources.

The process of modernization cannot be started and deployed at the same time for all the institutions that are involved in ensuring national security. A modernization plan should be established after there were identified the main institutions, which are involved in ensuring national security and it should be customized depending on the workforce and the financial resources available to every institution.

What do you think about the use of a professional skills assessment matrix as a tool for modernizing the human resources management system?

The professional skills assessment matrix is a very useful management tool that helps to make the best use of internal human resources, providing a much clearer view of employees’ professional competencies. It can also be used in the training process, both in determining exact training needs and in using your own employees as in-house trainers.

At the same time, it can be used very well in the recruitment process because it makes it much easier to identify the need for manpower, helps to define the criteria used in the recruitment process, and also helps to define the criteria used in the performance evaluation process.

With this tool, you can create a balance in terms of work teams and align employees’ skills more easily with organizational objectives. It is possible to create this matrix at the departmental level, but also at the project level, making it much easier to create a working group.

Creating such a job skills matrix involves two main steps, determining the job skills that are needed for a particular job or project and analyzing the job skills of existing employees at the time.

Depending on the results of this skills matrix, internal training can be established, mixed teams can be set up, mentors can be established to teach those who have less experience in certain areas, other people specialized in certain areas can be hired, or retraining can be proposed for other types of employees.

There are situations where managers are pleasantly surprised to discover talent within the organization that they did not know about and thus they can also use these resources in the process of developing internal training programs using internal trainers.

The following figure is a matrix of professional competencies carried out, for example, at the level of a department, called Assembly and Installation, in a company that manufactures and markets medical equipment (*Table 2.1.*). Through the assembly and installation department, the company provides the assembly part of the equipment marketed at the customer's premises, mainly in public and private hospitals and clinics.

TABLE 2.1. Matrix of Professional Competencies

No.	Name and surname	Function	DOOR FITTING	INSTALLATION OF VENTILATION SYSTEMS	ELECTRICAL TEST	INSTALLATION ALARM PANEL	STGM ASSEMBLY	CONSOLE ASSEMBLY	RAMP ASSEMBLY	INSTALLATION BRAZING	INSTALLATION + COMMISSIONING TMA	INSTALLATION + COMMISSIONING TMV	ASSEMBLING THE WASHING MACHIN
1	POPESCU A.	MECHANICAL LATCH	4	2	5	5	5	5	5	5	2	2	3
2	POPESCU B.	MECHANICAL LATCH	1	1	5	5	5	5	5	5	2	2	4
3	POPESCU C.	ELECTRICIAN	2	2	5	5	5	5	5	5	3	3	5
4	POPESCU D.	INSTALLATOR	3	2	5	5	5	5	5	5	3	3	4
5	POPESCU E.	ASSEMBLY MECHANIC	1	1	5	5	5	5	5	5	2	2	4
6	POPESCU F.	MECHANICAL LATCH	2	2	2	2	4	3	4	1	1	1	3
7	POPESCU G.	ELECTRICIAN	1	1	5	5	3	3	4	1	2	2	4
8	POPESCU S.	INSTALLATOR	4	4	3	2	4	4	4	4	3	3	4
9	POPESCU T.	INSTALLATOR	3	2	3	1	2	2	3	1	1	1	3
10	POPESCU R.	ELECTROMECHANICAL TECHNICIAN	1	1	2	2	3	1	3	1	1	1	1

Data interpretation

From the skills matrix carried out in the Assembly and Installation department, it appears that the door fitting and ventilation system fitting skills require specialization of employees, which can be achieved with the help of two or three workers who have experience in this niche and can be mentors at the beginning for those who have been assessed at level 2 and 3 in these skills (*Figure 2.1.*).

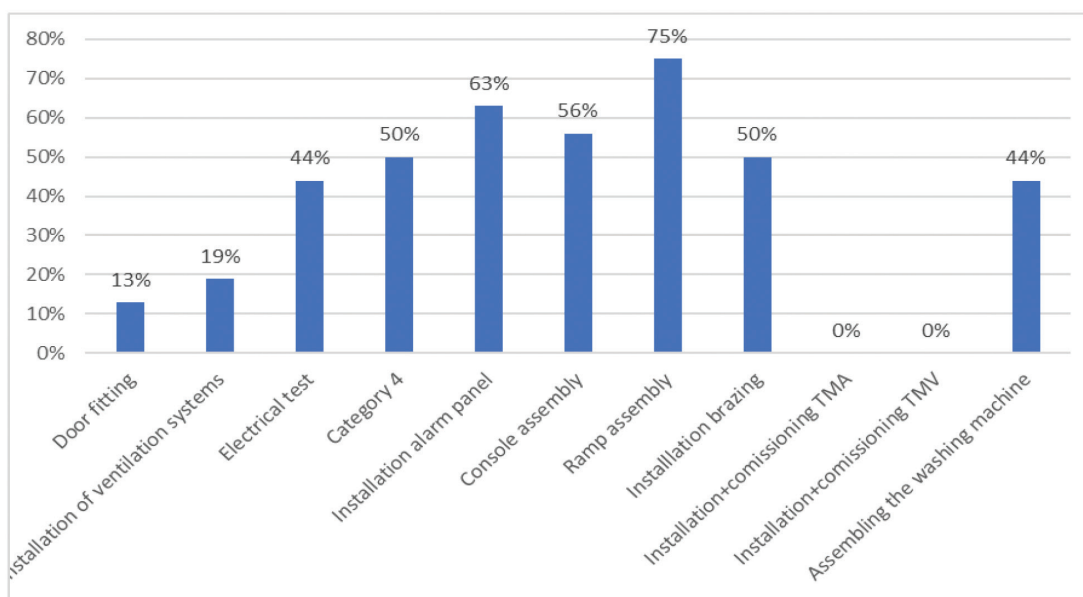


Figure 2.1. Percentage of people with high skills (≥ 4 , from *Table 2.1.*)

It is advisable to employ skilled personnel with experience in the installation and commissioning of medical compressed air stations, who will then train the other members of the team. The aim of the installation and assembly department should be to have 50% competent staff for each qualification within one year. At the same time, it can be seen that 6 employees have been assessed with competence 5 for the same activities. Some of these employees can be appointed as mentors for the others and some can specialize in other branches where they have been assessed with competence 2 or 3 (*Table 2.1.*).

Table 2.2. shows how many employees are qualified for each skill. For example, on the door fitting side, we have 9 people who have been assessed with competence 1. This table can help us to have a much clearer view of how we can form work teams.

TABLE 2.2. Number of employees qualified on each skill

Operation	Competence				
	1	2	3	4	5
	Number of persons				
Door fitting	9	3	2	2	0
Installation of ventilation systems	6	6	1	1	2
Electrical test	0	3	6	0	7
Category 4	1	5	2	1	7
Installation alarm panel	0	1	5	4	6
Console assembly	1	2	4	3	6
Ramp assembly	0	0	4	6	6
Installation brazing	7	0	0	2	7
Installation+comissioning TMA	8	4	4	0	0
Installation+comissioning TMV	8	5	3	0	0
Assembling the washing machine	1	0	8	5	2

Another important role in the digitization of HR departments is the implementation of qualified electronic signatures, which is very useful especially in this period when due to the restrictions imposed by the pandemic, physical interactions have been limited in particular. Through the remote e-signature service, company processes are streamlined, with 100% legal value, because the qualified electronic signature is the only type of signature legally equivalent to the holographic one, according to the European eIDAS 910/2014 Regulation. Moreover, the time to generate, sign, and send documents is reduced, which means a gain in the decision-making process regarding the contracting of new resources or the extension of existing collaborations.

Digitization solutions offer benefits on several levels, one of which is environmental, in terms of not using resources such as paper or printing ink. This ultimately translates into a more environmentally responsible behavior, but also a considerable reduction in costs.

Archiving is also one of the great advantages of using electronic signatures, as documents signed in this way must be kept exclusively in a digital environment. Traditional archiving involves high costs for storing and keeping documents in special conditions, taking up physical space and making it more difficult to consult the archive.

However, electronic archiving means a 67% reduction in costs compared to physical archiving, which is extremely important given that the human resources department is one of the biggest consumers of paper and archiving here means keeping documents for very long periods, up to 75 years, as in the case of employment contracts.

Conclusion

The human resources management system has an important role in ensuring national security and even if technology evolves daily, people are those who implement digitalization and produce change inside organizations. Globalization brings different challenges regarding national security and modernization is the key to success and to face all those changes. Effective management of human resources is necessary to provide transparency and equity by developing leadership inside organizations and a modern system of training and of evaluating performance.

To ensure national security, it is necessary for people to feel comfortable and protected also with their professional lives and the human resources management system is one of the contributors to these aspects by implementing different social policies and working conditions, prioritizing diversity, equity, inclusion, and accessibility. Human resources departments establish different objectives of creating more effective and efficient hiring, recruitment, retention, and talent development

practices, supporting professional development opportunities at all levels of the workforce.

Moreover, it is desired to create opportunities for the national security workforce to move among institutions and prioritize human resources capabilities and personnel to drive these initiatives.

To keep account of all the threats that appear, it is necessary for human resources to be continuously updated, to resort to digitalization in order to create a secure work environment. Modernization implies digitalization, continuous training activities, and complex career management.

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