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Aspects Concerning the Training Process of Personnel participating in Multinational Operations

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Abstract

The ways and means by which the training of personnel participating in multinational operations is organized, planned and executed greatly influence the achievement of the objectives of the military actions in which Romanian military personnel participate, regardless of whether the multinational operation is conducted under the leadership of the United Nations (UN), the North Atlantic Treaty Organization (NATO), the European Union (EU) or the Organization for Security and Cooperation in Europe (OSCE). At the same time, the quality of the training process, the adaptation of the objectives of the selection stages to the specifics of the mission, to the degree of danger of the actions carried out and, last but not least, to the region of deployment of the multinational operation always represent synthetic benchmarks through which the success of the military operation can be determined.

Keywords:

multinational operations; mission objectives; quality standards; military personnel;
military action planning; professionalism; professionals.

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Military actions conducted in a multinational framework involve skills that are not necessarily a common part of general or specialized military training. Multinationality highlights not only the need to legitimize the military actions of multinational forces ([Herciu 2019, 19](#)). From this point of view, both NATO and the EU must be able to ensure full cooperation not only among the member states participating in the multinational operation, but also with other states contributing troops from outside their sphere of responsibility.

Therefore, the training for this type of action is specialized, which is somehow above the usual military training. The basic skills and principles for multinational operations differ from mission to mission; they are not similar for an Alliance-type mission or a coalition of forces, with only member states or with non-member states, respectively, a peacekeeping or peace enforcement mission, for example.

Along with the selection process, the success of the mission conducted in an international context largely depends on the way in which the training process for personnel participating in multinational operations is developed and implemented, which necessarily requires an understanding of the space for engaging forces and the complexity of the multinational operation ([Herciu 2019, 21](#)). In other words, the two processes make a significant contribution to quantifying the results of the multinational operation.

The two processes mentioned above, both the selection process and especially the training process that takes place after the completion of the first one, influence each other, are complementary, and value each other. A well-thought-out, efficient, and effective selection process shows us both how the selection should be carried out and how it can be better enhanced. Subsequently, the entire training process ensures the preparation of the selected soldiers for participation in the multinational operation, to the specifics of the mission, so that they can face the rigors, risks, and threats identified for the respective operation ([Alexandrescu and Băhnăreanu 2007, 39-40](#)).

Organizing the training process

The process of training for personnel participating in multinational operations under the command of international security organizations contains a complex set of measures and activities that are organized, planned, and executed for the acquisition by military personnel of the knowledge necessary to carry out missions during deployment in the theatre of operations. As a rule, the process of training personnel for participation in multinational operations has an intensive, practical-applicable, multidisciplinary character, in order to carry out missions by the entire military force to high standards in safe conditions, as much as possible without unnecessary risks, with reduced resource consumption. In accordance with the new concept of training military personnel ([Stoica 2015, 38](#)) participating in multinational

operations, we believe that it is necessary to plan and organize their training based on a plan perfectly adapted to the mission conditions.

From a *temporal perspective and specific location*, the training process of military personnel taking part in military actions in theatres of operations covers two main phases, namely the one *intended for the preparation* of multinational missions, which is carried out predominantly within the unit assigned to carry out military actions of this type, through training programs and lessons where the emphasis is on knowing the standard operating procedures within the mission in which the military structure is to participate, on knowing the specific conditions in the country of mission, through advanced training and specialization courses, therefore a theoretical training, as well as through practical-applicative activities, exercises, various staff trainings, with a profound demonstrative and methodical character.

The materials presented during the theoretical training can be organized in the form of lessons that will have both presentations and practical sessions, always taking into account that the information necessary for the mission is obtained both through the effort of each participant (individual study), and through verifications regarding existing and possible situations that may arise in the theatre of operations, depending on the deployment area. The final result must aim at obtaining a volume of knowledge that will ensure that the mission participants fulfil the tasks received, resulting from the job description.

The second phase concerns the time spent in the theatre of operations, during the execution of the multinational mission, the training of personnel having a special note, in the sense that all this activity will be carried out in a decentralized manner, considering the sometimes-large distances that can separate the locations of personnel deployment within the same contingent, this being carried out according to necessity, situation and time available.

We consider the way in which the training activity is carried out, in the deployment area, in the theatre of operations, to be very important. In this regard, the continuous training process should take into account that the training sessions should have both a theoretical and a practical-applicative character, with the presentation of information and concrete situations, for which the allocation of time should take into account newly emerging aspects and, obviously, the elimination of some formal behaviours, generated by stationing in the theatre of operations for a longer period of time or by some events that influence the way the personnel act.

Due to these particularities, it is necessary that during the preparation of the mission, a minimum number of personnel should be selected to participate in a separate training program that will provide them with the knowledge necessary to conduct the specific training from both a theoretical and practical point of view, but especially a psycho-pedagogical one.

On the other hand, from the perspective of the *organization and planning of the learning process*, the training of all personnel participating in the multinational operation is of a special nature, and it must be carried out on two coordinates. Thus, *the first stage* represents the basic level of training (individual training stage) that all personnel and, within it, all military personnel must reach, regardless of the multinational mission in which they participate, regardless of the specialties and positions held. This stage aims to ensure the knowledge and skills necessary to execute multinational missions.

The second stage aims to achieve specific training (collective training stage), depending on the type of mission in which the unit is involved. We would like to highlight the fact that all training topics intended for both the entire staff and the staff performing various functions will be distributed progressively during the individual training stage, but also during collective training, aiming to accumulate the basic knowledge necessary for the mission, as well as the specific ones, adapted to the conditions of the geographical area of the mission and the theatre of operations.

Specific elements of the training process

The training of personnel selected to participate in multinational operations is carried out differently, by personnel category, in relation to the category they belong to, and considering the functions that the military personnel are assigned to. Thus, from the perspective of understanding the situation and the context in which the multinational operation is carried out, a theme is considered that includes, among others:

- knowledge of the principles and requirements of the doctrine of joint multinational operations, of the organization and functioning of the security organization in command of the multinational operation, and their application to the achievement of general and specific objectives;
- improving knowledge regarding the management of military actions in a multinational framework, and cooperation with other units present in the theatre of operations;
- manoeuvring of forces and means of the structures in the theatre of operations, in relation to the missions received, ways of solving the problems that may arise, etc.;
- knowledge of the technical-tactical characteristics, construction, operation, maintenance, and repair of the equipment in the endowment, of the equipment received from various partners in the theatre of operations, including the principles of their efficient use;
- knowledge of the provisions of national regulatory acts and those contained in the SOPs of the multinational operation, relating to general and specific activities;
- the measures required during the preparation, arrival, and deployment of

the mission regarding ensuring the actions and protection of personnel and equipment, own materials, knowledge of recognition signals, implementation of the information system, etc.;

- knowledge and application of specific work measures and safety rules, and technical supervision of pressure and lifting installations, measuring instruments, as well as fire prevention and fire extinguishing measures;
- knowledge about how to ensure connections, gather information, prepare and present information reports to the country, respectively to the regional command, etc. ([SMG/Ctr. 1 2008](#), 41-46).

Very important is the way in which the commanding officers of the structure that is to move to the theatre of operations understand how to ensure the training of the personnel in relation to the specific aspects of all functions. Thus, if for the technical personnel, the military personnel who receive and are responsible for the operational status of the military equipment, practical-applicative sessions are usually organized and carried out regarding the specific ways of conducting maintenance and repair works, respectively, with the personnel responsible for ensuring campaign services or operational medical support, the introduction of training sessions will have to be considered that highlight the way in which the relationship is achieved with the structures responsible for logistical support in the theatres of operations, while with the military personnel who form the manoeuvre units (platoons, groups, etc.), the concrete ways of action, communication, cooperation and collaboration during the execution of military actions of an operational nature are presented and practiced.

Theoretical and practical-applicative training sessions are organized and carried out, as a rule, both during the time allocated to specialized training and during the periods intended for the preparation of exercises or other specific activities, depending on the destination of the structures within the unit (subunit) taking part in the multinational operation.

In this regard, it is worth noting that, for the personnel who enter the composition of the unit (subunit) through detachment, separate training sessions must be considered for understanding the role, place, and mission of the structure that is to be deployed in the theatre of operations. From this perspective, the sessions can be carried out in a differentiated manner, depending on the positions held in the organizational state by the respective military personnel.

The following remark should also be made here. Situations quite often arise in which new categories of equipment and technology are introduced into the units (subunits) participating in multinational operations, even during the preparation for the mission. In this case, as a rule, the training of those who will operate the equipment and technology is carried out both during the preparation of the mission (depending on the remaining time available), and later, after deployment into the theatre of operations. In such situations, a decision can be made to intensively train some of

the detachment's servicemen, with the experience they have gained subsequently being shared with the others.

Given that, during the second stage, specific training for the conditions of the theater and the mission area is taken into account (the collective training stage), during this type of training, emphasis can be placed not only on training personnel through field exercises, but also on the training, specialization and improvement of military personnel in the context of receiving new categories of equipment and technology, in accordance with the provisions of the regulations developed at the level of the Defence Staff and the categories of forces, for newly emerging situations.

The commanding officers of the units to be deployed in the area of operations are responsible for the way in which the training process is organized, planned, and executed in order to learn how to operate the new equipment, respectively, for updating the content of the materials used in the training process.

Last but not least, commanders of structures (units, subunits) participating in multinational operations should consider the fact that the personnel training process must ensure not only general knowledge of the nature of the missions to be executed, but it should also allow, through a modern approach, an accurate understanding of the actual way of executing them. Thus, all personnel must obtain and possess, during the execution of the mission, the skills that allow them to behave coherently in a multinational force structure, which must act based on the trust of the local population and its acceptance of its mode of action (based on standard operating procedures).

A great responsibility pertains, in the context of the participation in the multinational operation of the Romanian staff and force structures, to the specialized structures within the Defence Staff and the categories of forces, respectively the support commands, for the development of regulations and concrete instructions regarding the training of Romanian military personnel in such multinational operations, to the way in which they ensure the monitoring and verification of the acquisition of the initial and final capacity for action. In this regard, they will have to ensure that the participating military personnel obtain at the end of the training process the necessary knowledge for the successful accomplishment of both the individual missions, specific to the positions occupied, and the collective one, depending on the objectives of the multinational force.

Thus, all personnel participating in the multinational operation should be able to understand and apply the standards of the international security organization in command of the multinational operation, the existing procedures at the level of the multinational force, but also the national ones in activities regarding the organization, financing and administration of own resources and those made available by NATO, EU, UN or OSCE, respectively the specific way of negotiating and entering into contracts in the theater of operations or to obtain certain resources from the country

considered the Host Nation for the multinational force (fuel, lubricants, drinking water or for household needs, temporary accommodation and quartering facilities, class I materials and products, labor, other field services).

Conclusion

Through what has been presented, we wanted to review the manner how the training process of military personnel participating in multinational operations is carried out, which leads us to the idea that this type of approach has a fairly significant generality, meaning that it can be very easily applicable to military structures (units, subunits) with different specificities and fields of activity.

Given that the training process does nothing more than practically complete the selection process, we believe that, for the future, the two should be analysed in an integrated manner, without having differences in terms of approach. On the other hand, we believe that the organization and planning of a training process should not lose sight of the concrete ways in which the acquired knowledge must be refreshed periodically. This approach would be a continuation of the two processes already mentioned, ensuring a series of new training methods, proposing concrete paths of action, as well as tools, through which the acquired knowledge is periodically brought back to the attention of the military participants in the multinational operation.

Organizing training sessions, during the execution of the multinational mission, without a long duration, with a certain intensity, administered in a pleasant manner, can contribute to recalling the information and data presented during the training period in the country, to the memory of the soldiers.

From the perspective of the lessons identified and, subsequently, those learned, it became very clear that the management, planning and implementation of a judiciously formulated training process can come to the aid of the military participants in the multinational operation, being not only a proof of professionalism of the management and execution bodies at the level of the military structures involved, but also a measure by which a series of undesired events involving both personnel and modern technology and equipment can be avoided.

We support this idea by the fact that the implementation of an appropriate training program can not only contribute to the elimination or minimization of some shortcomings in current activity, but can also lead to an increase in the combat capacity of units taking part in multinational operations, to the avoidance of most of the outages of their own equipment and technology, as well as to the increase in the average uptime and, implicitly, the degree of serviceability of the equipment deployed in the theatre of operations.

From the perspective of what has been presented, it becomes obvious that the success of the military actions of the Romanian Army structures participating in multinational operations within NATO and the EU depends to a large extent on both their self-sustaining capacity in the theatres of operations, and especially on the combat potential (Moldovan 2007, 50), acquired following the completion of the selection and training processes by the military personnel who comprise these structures.

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