



## WAYS TO IMPROVE CAMPAIGN SERVICES IN ORDER TO MOTIVATE HUMAN RESOURCES WITHIN A MECHANIZED BRIGADE

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The participation of the Romanian military in missions in the theaters of international operations represented a new national operational effort implied by Romania's accession to NATO. The necessary logistical support is provided to contingents participating in missions in accordance with the functional areas of logistics (supply, field services, lifecycle support of materials and equipment, movement and transport, maintenance of equipment and related areas). Campaign services are a key area in terms of motivating human resources, as they cover the primary needs of each military participant in the operation. The art of motivating members of an organization for its common goals or in other words the ability to make other people work with you and for you is crucial to success and is, without a doubt, one of the main areas of responsibility of managers. Military commanders are constantly concerned with identifying and implementing modern measures to modernize field services so that the combatant has that motivating physical and mental comfort to support him/her in accomplishing the mission.

**Keywords:** campaign services; motivation; human resource; mechanized brigade.

In modern warfare, fighting no longer takes place according to some patterns or rules established and imposed by virtue of previous experience. They now take the form of scenarios tailored to each situation. Few elements, modalities and procedures of past experience are still used, the new concept of strategic and operational planning offers sufficient freedom in designing actions, high chances of success having those options that best integrate the means and resources available.

The current armed conflict is characterized by great dynamics, spatiality, mobility and the employment of strong and diversified forces, means and military systems, both in the direct confrontation and in the process of managing the campaign services. These elements require from the logistics forces a good state of operability and a high availability to ensure the logistical support of the fighting forces.

The measures taken for the modernization of the Romanian Armed Forces were generated both by the internal need regarding the functioning of the military structures, and by that of the rapid adaptation to the requirements of the modern armed conflict.

Ensuring the fulfillment of a mission/operation is achieved through the joint action of

the following main factors: information, military and combat technique. These elements are the essence of defining the logistics, their efficiency being necessary by permanently ensuring what is needed for the deployed troops. Therefore, in order for the military to be able to move and fight, he/she needs to be provided with basic necessities (food, equipment, rest conditions, maintenance materials), and military equipment (including armaments) must be filled with fuel and ammunition, as well as provided spare parts, technical assistance and means of protection.

In this material I will present aspects of the campaign services that I consider to be essential and that need to be analyzed and improved in order to motivate the human resource within a mechanized brigade.

### Campaign services

One of the objects of activity of consumer / operational logistics, component of the logistics of the Romanian army, is represented by the execution of missions in the functional field of logistics: campaign services.

The provision of field services represents the totality of the actions undertaken in order to execute "mainly, the following logistical services: turnaround, feeding and bathing, washing laundry and cleaning equipment, disinfection, rodent control, selective waste collection, waste disposal

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and household waste, funerals for civilian and military personnel"<sup>1</sup> with the efficient use of specific resources. From the definition it can be seen that the campaign services include basic services, those that the military cannot give up (carding, equipment) and are intended to meet primary needs (rest, food, etc.).

Campaign services must be provided both for the own forces participating in the operation and for the refugee personnel and prisoners of war in the area of logistical responsibility.

At the level of the mechanized brigade, the campaign services are planned based on the Logistic Support Order / annex – logistic support to the Operations Order / OPORD of the division and are executed by the logistic battalion together with the other specialized logistic support units/subunits, based on the commander's decision.<sup>2</sup>

Studying and analyzing the main provisions in the field, I can say that the provision of campaign services represents the actions undertaken by the management structures of the mechanized brigade to identify and distribute the tasks specific to each type of campaign service to the logistical structures so that their activities support more efficiently successfully fulfilling the missions of a mechanized brigade-type entity in operation.

The logistical support structures within the mechanized brigade participate in the successful fulfillment of the missions entrusted to the fighting forces by providing syncope and efficient campaign services.

Military specialists have tried to create a hierarchy of field services, but the experience gained over time in international operations conducted by Romanian military soldiers has shown that each has a unique importance in maintaining high morale of troops and from the point views of importance cannot be ranked.

I consider it relevant for my approach to briefly present the way in which the campaign services are provided during the different types of operations.

For *stability operations and support operations* if initially the field services are provided by the specialized military structures, later, these are provided by civilian contractors or through Host Nation Support. During the conduct of these types of operations, requests for logistical support may arise at a joint level.

In operations carried out outside the national territory, led by NATO, the campaign services

can be provided both by own forces and with multinational support. Multinational support can be provided through the Support of the Host Nation, the leading nation, through cooperation agreements between the participating nations or through the nation with a specialized role.

In mechanized brigade *defence operations*, routine field service activities are performed during low visibility periods or at night. The specific logistics structures are arranged in the area of operations, outside the flight corridors of the enemy aviation, as far back as possible, but at a distance to ensure the support of the maneuvering units. In order to reduce the detection vulnerability, every 72 hours, it is necessary to move the structures that provide campaign services. Within this type of operations, it is strictly necessary to collaborate with the engineering structures in order to arrange the locations of the structures for the provision of campaign services.

Campaign services in *offensive operations* are performed in hidden and / or not hidden locations and are performed based on the anticipated needs of each subordinate entity and will be materialized in the maneuvering scheme of the mechanized brigade. During this type of operation, all campaign services, except for funeral services, are temporarily suspended until the operation is completed.

For a better understanding of the field, I will further present some theoretical aspects of providing campaign services.

Troop quartering consists of all measures and actions performed in order to ensure troop camping, provide specific constructions and installations, operation, maintenance and repair of buildings and installations, to accommodate personnel in buildings, tents, shelters, special vehicles, etc.

The logistic management bodies of the mechanized brigade organize the troop quartering according to the received mission, the place in the operative (combat) device, the time established for stationing and the reconnaissance possibilities, in accordance with the legislation in force.

The troop quartering is carried out using the existing buildings in the area, regardless of the owner, but it will be taken into account that the owners, individuals, will be provided with the separate space strictly necessary for living, food and hygiene.



During the state of mobilization, siege, emergency or war, the owners of the buildings are obliged by law to make them available to the military, free of charge, when they or the local public administration authorities request them, regardless of the duration requested.

During "mobilization exercises" and "concentrations", renting or accommodation in privately owned buildings entitles the landlord to collect a rent in accordance with legal provisions.

Reconnaissance groups are formed for the troop quartering. The composition of a reconnaissance group is in principle the following: the head of the logistic structure of the large unit who is also the head of the reconnaissance group, a representative from each subunit, a representative of the territorial military construction body or a representative of the garrison accommodation body, as well as the representative of the local public administration.

Studying and analyzing the legislation in force in the field, we identify among the missions of the recognition group the following:

- making connections with the local public administration in order to establish the situation of the usable real estate fund;
- identifying the buildings established to satisfy the needs of the quartering;
- verifying the enclosing capacities of the established buildings;
- establishing the buildings for the installation of the controls;
- distributing spaces by units (subunits);
- establishing the places for arranging the shelters;
- establishing the itineraries for the influx of troops;
- establishing the area and the drainage itinerary in case of bombing of the ringing places.

The troop quartering activity and the problems related to it are an element of special importance in the multinational operations. This activity is the attribute of the logistics module, through the existing specialized personnel at the level of "Force" and includes all measures taken to ensure national contingents with living space and offices, land, facilities, supply of relevant materials and firefighting.

At the level of the Force, a team of specialists has been set up, which has as its attributions, the organization of the staffing and deals with

the settlement of any disputes that may arise between the contracting parties. Within the system adopted by NATO, the responsibilities regarding the accommodation spaces belong to both the contingents and the organization. Thus, the nations are responsible for taking over and handling the real estate occupied by their own troops, and NATO will take over the accommodation responsibilities for the command structures set up in the theater of operations, as well as for the contingents where the financing is executed jointly. For the accommodation spaces assigned to the national contingents this activity is ensured by the specialized personnel within the contingents.

Specific to the NATO-led operations is the fact that the activity of identifying the land necessary for the accommodation of national contingents is the task of the specialized personnel from the "Force" command, while the actual contracting of accommodation is performed by the specialized personnel of national contingents.

When choosing the accommodation places, the facilities they will have to offer will be taken into account, as follows: the necessary conditions for exercising the leadership of the troops; natural coverings, in which – with a minimum of effort – it will be possible to arrange shelters for equipment, personnel, some storage places; ensuring working conditions for staff; ensuring the necessary conditions, rest of the staff, carrying out recreational activities; carrying out the activities of maintenance and repair of the equipment from the endowment of the contingent; storage of materials introduced in the theater of operations; food preparation and distribution; ensuring drinking and quality water; achieving with a minimum of effort the fences necessary to ensure the security of the deployment camps; rapid and covert evacuation of forces and means, if necessary.

Under certain conditions, the accommodation of the troops will be possible (usually for short periods), in mobile shelters provided by the Force Command, in the form of multifunctional containers.

The accommodation of the troops is usually done in the following spaces: rented buildings, for military observers who pay the rent for themselves; rented buildings, based on agreements concluded with local authorities; leased land, where non-permanent accommodation can be built; camps,



where tents or prefabricated buildings (B-Huts) will be installed, different or combined variants of the aforementioned options.

The lands and the real estates will be returned to the rightful owners at the end of the mission, after the execution of the possible repairs necessary to restore them to the initial conditions.

Feeding the mechanized brigade personnel is carried out in compliance with the quantity and quality of the standards in force provided in the legislation and is a way to motivate human resources, because through the direct influence on health this ensures the maintenance of a high level of military morale.

During the execution of the operation, as well as during its preparation, the provision of food for the mechanized brigade personnel is executed "depending on: food stocks; the role, place and missions of the units; food supply possibilities; food preparation possibilities; the possibilities of providing drinking water"<sup>3</sup> for food preparation and the possibilities of transport / distribution, so that it arrives on time and in hygienic conditions for the military.

Depending on the tactical situation, in which the units within the mechanized brigade are located, one of the following feeding regimes is established: normal (hot food for three meals in 24 hours), "combat feeding regime"<sup>4</sup> (with battle rations – three meals) and "cold food diet"<sup>5</sup> (cold food – three meals a day, but not more than for 48 hours).

During the preparation of the offensive, the feeding is carried out in hot food regime, and during the development of the offensive in combat feeding regime.

The feeding of the wounded within the districts of disposing of the medical subunits from the composition of the mechanized brigade, is carried out in compliance with the diets prescribed by doctors, without exceeding the quantities of food provided in the instructions.

Water supply for military food preparation, for drinking, personal hygiene, medical service needs but also for household needs (washing dishes, washing linen, technical needs, respectively, filling the liquids in the cooling installations of the equipment) can be done from the following sources: surface water, groundwater, atmospheric precipitation, existing facilities (wells, water

networks, etc.). Water procurement is a very complex issue for the logistics bodies of the units in the composition of the mechanized brigade.

Taking into account the tactical situation during the execution of the offensive, a water reserve can be made, and if necessary it is rationalized. During the winter, water for the personal needs of the military can also be obtained from melting snow, thus reducing transportation needs. In fact, in winter the consumption of drinking water decreases on average by 25-30%.

When supplied with drinking water, the supplied tank trucks and those locally requisitioned will be used, as well as the supplied water filtration installations. For the washing of the linen, the filling of the liquid fills in the cooling installations, a high degree of water potability is not necessary and, therefore, for the execution of this activity, water sources can be used, usually surface and running, which do not respect a high degree of potability. In all cases, however, it is necessary for health care authorities to check the quality of water from these sources, in order to eliminate the risks involved in the discharge into these waters of chemical or bacteriological agents that can cause various contagious diseases or even the death of those who handle them.

The linen change of military personnel in the composition of the unit is usually performed weekly or when the situation requires it, once every 10 days. The linen gathered from the military during the bathing is washed through the civilian economic operators in the area of responsibility. In situations when there are no civil laundries in the area, improvised laundries can be arranged near watercourses, and laundry is performed with staff provided by the local public administration, in the area of responsibility of the mechanized brigade.

In order to avoid the appearance of diseases and to maintain a proper hygiene, it is necessary to change the linen after performing the bathing activity.

During the offensive, the staff will be bathed during the stationing in the concentration districts in order to prepare the offensive or after removing the units from the battle and introducing them in the districts to restore the combat capacity, to complete the stocks of materials, equipment and personnel.

Bathing is performed at the local baths or at the brigade's campaign bath. You can also use



shower and disinfection installations located on the chemical protection subunits or the bathrooms provisionally arranged in the disposal districts of the units/subunits. The bathing of the flocks is done according to the tactical situation, usually weekly or at least once every 10 days.

In the case of bathing in the brigade's campaign bath, the planning is drawn up by the planning officer and approved by the brigade's logistics chief.

The units whose staff perform the bathing are obliged to take the necessary organizational measures, so that the whole herd is bathed in the allotted time.

In order to maintain or increase the morale of the military in the brigade, all efforts will be made to ensure the aforementioned field services to the necessary hygienic-sanitary standards, as well as in time to a superior quality.

Funeral services, according to the legislation in force, involve "the burial of deceased soldiers in the area of operations, after their evacuation from the battlefield by teams belonging to non-combatants, [...] with the provision of religious assistance corresponding to the confession to which they belong, after have been collected, identified and recorded"<sup>6</sup>.

The personal belongings of the identified deceased shall be sent to their families or, in the case of deceased soldiers from the enemy forces, to the competent national authorities.

The burial places of the deceased soldiers are marked with visible signs on maps or plans that enter the archives of the mechanized brigade.

The evacuation of the dead from the area of operations of the mechanized brigade during the offensive on the move, to their place of origin will be done on transport circuits specially designed for this purpose.

In Allied Joint Publication for Logistics/2018 it is specified that in each NATO member state there are legislative provisions detailing the organization of funeral services.

The instructions within the Romanian Armed Forces briefly provide for the funeral services, without giving details about the management of the soldiers who died during the operations. At the level of the Romanian Army there are no structures specialized in funeral services. From my point of view, I consider that it is necessary to regulate

funeral services at the army level, through clear instructions that will detail the organization and management of these services.

Campaign services, as a functional field of logistics, play an important role in ensuring the morale of the military, as they are, in fact, a large part of the primary needs of each individual.

### **Methods of motivating the military**

The motivation of the military personnel had, has and will certainly have a main role in the physiognomy of the military organization. Knowing the stimuli that give remarkable results in motivating human resources as well as identifying the level of motivation, will make (as they have done in the past), the difference between failure and success.

Motivation means "the act of motivating and its result"<sup>7</sup> which, transposed in the field of human resources means motivating people in their actions. But it does not mean that the financial reward is paramount, but also the improvement of social and mental representations of the organization to which an individual belongs.

According to the American psychologist, Abraham Maslow, the creator of the hierarchy of human needs, at the base of the pyramid were placed water, food, relatively constant body temperature (equipment), hygiene, etc. that is, the strongest specific needs of the individual, without which he could not focus on evolution, ensuring these needs should be the main basis for motivating military personnel. There are many factors on which the level of motivation of human resources in the military depends, but certainly the full satisfaction of the needs at the base of Maslow's pyramid is the factor that plays a decisive role in motivating military human resources. Ensuring these primary needs of the individual finds its applicability in the functional field of logistics, campaign services.

In an organization, physiological needs are usually met by adequate material and financial incentives, but in the military environment in addition to salary, their provision is the main basis for motivating military personnel. Ensuring these primary needs of the individual finds its applicability in the functional fields of logistics. Therefore, from our point of view, they should be radiographed and optimized so that the efficiency of human resources reaches the maximum levels.



In essence, after studying Maslow's theory, I can say that a satisfied need is no longer a motivating factor, but an unsatisfied need at the base of the pyramid (which is exercised by extrinsic motivation) can lead to large imbalances within an organization.

The normal satisfaction of needs is associated with the reduction of tensions, and their non-fulfillment endangers the very existence and functioning of the organization.

The cohesion and solidarity between commanders and troops is getting stronger every day; the feeling of mutual trust is what helps the soldier to stay in his fighting position, to resist the feelings of isolation and danger. It is certain that near him are his comrades, who fulfill the same mission and who, if necessary, will help him. Commanders must make efforts to keep in touch with subordinates and inform them as well as possible, but also to ensure that their physiological needs are met on time. The orders must be well explained, with all the details regarding the connections, the neighboring units, the support, etc. Thus, the soldier understands the meaning of his action in the middle of a team, of the unit of which he is part, which he defends and which, in turn, protects him.

In current activities, commanders predominantly use intrinsic and cognitive motivation (the military likes what they do, increases their knowledge, feels professionally accomplished, etc.), but also tries emotional motivation, making efforts for the military to be integrated as well as possible in the collective, to go to work with pleasure.

Any human activity, regardless of the degree of complexity, requires a certain energy consumption. In principle, the energy required to perform the activity results from the oxidation of food substances in the metabolic process. There is a basal metabolism that represents the energy consumed for the functioning of the organism in a unit of time, usually 24 hours, and a working metabolism that represents the energy necessary to perform various activities, such as normal walking, exercises with the weapon, the execution of genetic works, the throwing of hand grenades, but also the elaboration of a material, the writing of a graphic design for an application.

In order to create a solid motivational system, with a strong imprint on the morale of human

resources, both professionally and socially, commanders/bosses can act in several directions, as follows:

- constantly informing the subordinates, so that, in situations of uncertainty of the evolution of a mission, each individual is aware of the situation of the structure of which he is part but also of his within it;

- maintaining the superior morale state acquired on the occasion of obtaining victories in combat / missions accomplished and avoiding their minimization, creating the premises for efficient action for fulfilling other missions;

- capitalizing on the professional and life experience of subordinates, as well as the skills, knowledge and skills formed;

- supporting subordinates to understand the role and place of their activities in all military actions;

- ensuring a favorable climate, without conflicts or unnecessary, unjustified and artificially created tensions;

- giving positive motivation to the military through encouragement and praise;

- instilling in subordinates the winning mentality and its development;

- performing a realistic treatment of failures without amplifying or minimizing them and remedying the consequences through optimal solutions to eliminate the causes;

- the intensity of the motivation to be correct and directly proportional to the complexity and difficulty of the entrusted missions in order to prevent the appearance of under-motivation or over-motivation;

- execution of control, support and guidance activities according to the principle of efficiency of the coercive-non-coercive relationship;

- creation of internal procedures for activities that are briefly legislated;

- ensuring physiological needs, from the base of Maslow's pyramid to high and timely standards.

In conclusion, in order to achieve superior results and maximum efficiency in the execution of missions, commanders must take into account the motivational component. Achieving and developing a high motivation of the military leads to the optimization of activities to the creation of a favorable climate for the execution of team actions,



but also to the harmonization of interindividual relations and the increase of cohesion within the military.

### Conclusions

The battlefield, as a space in which the belligerent parties face each other, undergoes a continuous evolution, decisively determined by the unprecedented development of the general concepts regarding the conduct of the war. The military will need to be prepared to carry out a full range of missions, whether ground or airborne, independent or collective, assembled or combined in the form of multinational forces, NATO or the EU, as well as under a UN mandate, on national or international territory, in any area and on any continent, for the defence of the country or alliance, the fight against terrorism, humanitarian action, as well as the promotion of the values of international peace and stability in the world.

Therefore, I can say that the provision of the necessary field services to the military requires special attention due to the changing conditions of the battlefield. They must be flexible and support the decisions of the brigade commander.

The logistics mission does not start in the theater of operations, but in the country, since the initial training (Basic training), it materializes in taking measures that depend on the logistics department to provide the military with everything they need to successfully carry out actions military service in the theater of operations and does not end when leaving the theater of operations, but at the time of unloading management, handing over documents and materials in the country.

### NOTES:

1 SMap 57 – *Doctrina logisticii întrunite a Armatei României*, Bucharest, 2020, p. 78.

2 \*\*\* *Regulamentul logisticii operațiilor întrunite*, Bucharest, 2008, p. 3.

3 *Ibidem*, p. 35.

4 *Ibidem*.

5 *Ibidem*.

6 *Ibidem*, p. 36.

7 <https://dexonline.ro/definitie/motivare>

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\*\*\* *Regulamentul logisticii operațiilor întrunite*, Bucharest, 2008.

\*\*\* FT-1 – *Doctrina operațiilor Forțelor Terestre*, Bucharest, 2006.

\*\*\* SMap 57 – *Doctrina logisticii întrunite a Armatei României*, Bucharest, 2020.

\*\*\* *SMG/ L-1 – Doctrina logisticii operațiilor întrunite*, Bucharest, 2008.

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