

## CONSIDERATIONS REGARDING THE ROLE OF HUMAN RESOURCES IN ENSURING NATIONAL SECURITY

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*A considerable contribution to ensuring national security goes to the military system. Within this system, more than ever, the human resources management represents an essential field, with deep implications, we can say determining in ensuring and guaranteeing the security state of our country.*

*According to the continuous process of change, like in all the domains, also in the military domain it is necessary to develop new strategies, especially in the recruiting and training areas, because these two areas are very important in building a solid and professional team, a strong human resources system which contributes to achieving the strategic goals of national security.*

*Regardless of the level of military equipment, the quality of human resources remains an essential factor in the process of training and the efficiency of military action.*

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## INTRODUCTION. THE EUROPEAN SECURITY STRATEGY

For fifty years, the European Union has had as its main objective to ensure the defence, freedom and security of the people. Initially, in December 2003, the European Union adopted the European Security Strategy, which refers to the external dimension of Europe's security. In February 2010, during the Spanish six-month presidency, the Council completed it by adopting the internal security strategy. This strategy was approved by the European Council on 25 and 26 March 2010.

Presently, a new European strategy was established for a security union in the period 2020-2025, focusing on the main areas in which the European Union can contribute to supporting the member states in strengthening the security of all those living in Europe.

This strategy is structured on four main directions of action:

- A future-oriented security environment by intensifying the measures of ensuring physical protection in public spaces, by increasing cyber security against cyber attacks;
- Combating the constantly evolving threats by reanalysing the measures of combating identity theft and online sexual abuse of children;
- Protecting Europeans against terrorism and organised crime by strengthening border security legislation, establishing new action plans regarding firearms trafficking, human trafficking and drugs;
- A strong European security ecosystem.

It is constantly wanted to improve or update the visions, values and objectives that underlie the security of the European Union, in relation to the main risks that Europe currently faces. Among the most important threats to Europe's security there are terrorism, organised crime, cybercrime, cyber attacks, trafficking in human beings, drug trafficking, economic crime and corruption. Europe wants to develop at the level of each EU member state a security model based on the principles and values of the Union: respect for human rights and fundamental freedoms, the rule of law, democracy, dialogue, tolerance, transparency and solidarity.

This can be achieved by developing a national strategy at the level of each country, the main goal being to prevent crime, to increase the capacity to respond as quickly as possible to natural and man-made disasters, by developing appropriate tools.

### **National Defence Strategy for 2020-2024 “Together for a secure and prosperous Romania in a world marked by new challenges”**

Romania aligned itself with this objective of the European Union and initially developed the *National Defence Strategy for the period 2015-2019 “A strong Romania within Europe and the world”*, later developing the new *National Defence Strategy for the period 2020-2024 “Together, for a secure and prosperous Romania in a world marked by new challenges”*. The new strategy aims to establish the main directions that Romania is important to follow both internally and externally, so as to ensure the security and prosperity of citizens, to establish the national security interests and objectives, the main threats, risks and vulnerabilities, but also the measures which should be established at the level of the institutions involved, in order to defend and protect against those threats:

*“The National Defence Strategy for 2020-2024 “Together for a secure and prosperous Romania in a world marked by new challenges” provides answers to essential questions regarding our priority national objectives for ensuring the security of Romania and its citizens and shows what we have to do in order to achieve them. Public policies in the field of national security will be designed and implemented with the citizen as final beneficiary, in compliance with the national security and defence policy, the strategy will guide the activity of all public institutions with responsibilities in security and defence field” (2020, p. 4).*

At the same time, the new strategy emphasises the importance of creating strong armed forces in order to have international and strategic credibility. This can be achieved by ensuring an efficient and performance human resources management, focusing on the professional development of the employees and on the recruitment of qualified employees.

An important aspect that affects all states is the pandemic that triggered an economic crisis that will surely impact the field of defence and, implicitly, human resources management within the Ministry of National Defence. COVID-19 pandemic is a challenge for all mankind, perhaps the greatest challenge to humanity since the end of the Second World War. The way Romania will react to the effects caused by this pandemic will be based on the defining principles of the North Atlantic Alliance: unity, cooperation and mutual support. The security environment in the region and globally remains unchanged, but after this critical period we may face changes in the way some states will understand national security. This is the reason why it is essential, as a member state of the strongest politico-military alliance in the world, to understand quickly those changes, to adapt constantly, to inform ourselves at the highest standards and to continue the procurement and modernisation of the military equipment in the Romanian Armed Forces.

Externally, the strategy assumes its responsibilities as a member of the European Union, NATO, OSCE, UN from a European, Euro-Atlantic and international perspective. *“Romania is building its security strategy based on the premise that its main guarantees are NATO membership and a privileged relationship with the United States of America, a partner that shares its perception about the level of threats in the area of the Alliance’s eastern border”* (Ibid., p. 9).

### **The Defence Policy Objectives for the Period 2020-2023**

The strategic objective of the defence policy for the period 2020-2023 is the modernisation and adaptation of the Romania Armed Forces to the risks and challenges specific to the current geopolitical context, as well as the consolidation of Romania’s relevant strategic partner profile at NATO, EU level and within the strategic partnership with the USA. The development of military capabilities will be achieved gradually, with an emphasis on the critical ones, configured for both national and collective defence. Such critical capabilities will target robust command and control capabilities, intelligence, surveillance and reconnaissance capabilities, based on developments at NATO level on this dimension to ensure the early warning segment; capabilities to counteract A2AD systems.

It will also aim to develop a strategy for quickly responding and counteracting hybrid threats, which should include elements of strategic communication, securing the information space and increasing the resilience of communications infrastructures to cyber attacks, at the same time with the adaptation of the laws with incidence on the national security to the new threats of hybrid and conventional high technological type.

An important role will be played by the modernisation of military education so that the personnel of the Romania Armed Forces to be prepared not only for classical threats, but also for new technologies and new types of challenges to national security. Another objective considered by the Ministry of National Defence for the reference period is to increase the quality of life of military and civilian personnel by providing housing facilities, as well as providing medical assistance to armed forces personnel and military personnel in reserve and in retirement (Document-sinteză, 2020).

### **Human Resource Management**

Human resource management has a very important role within an organisation or institution and includes several activities, but it can also have an extremely strategic component, which means that it is involved in the overall organisational performance. Human resource management can also refer to issues related to organisational development, health, safety and staff motivation.

The main activities carried out by human resources specialists:

- *Planning human resources* – through organisational design, respectively ensuring the necessary resources for carrying out activities in good conditions and grouping them effectively to facilitate cooperation, communication and decision-making required for all necessary activities, through the design of positions and the development of job descriptions.
- *Recruitment and selection of human resources* – attracting and selecting the most suitable candidates are two essential factors for achieving success at team and organisational level and this process is a constant challenge for Human Resources specialists. The foundation of a company is made up of its people. Their personality, expertise and attitude form a unique mix. As in building a house, choosing the right people will be the pillars of resistance.

The labour market, the economic situation or the appearance of competitors are dynamic factors that can unpredictably influence the situation of a business. That is why the foundation formed by the right employees contributes to maintaining a stable environment in a situation of imbalance of the labour market.

At the end of the second decade of the 21<sup>st</sup> century, the attitude of potential candidates towards employers has changed a lot. Potential candidates have realised that they have many rights and opportunities, becoming selective as well, without being satisfied with any job offer. At the same time, in recent years the legislation has changed a lot in favour of employees. There are many situations in which an employee is willing to accept interviews just to test the market, take part in several meetings at the same time, choosing from multiple offers, refusing others. Therefore, the public image of a company is very valuable in a recruitment strategy, because even the strategy itself will talk about the organisational culture of that business.

Thus, choosing an efficient and innovative recruitment strategy is a determining factor for many companies. Potential employees analyse a lot the environment and the techniques chosen by employers to promote their ads or approach their candidates.

- *Performance management* has implications in the career plan, in the management of promotions and career and obviously in the area of compensations and benefits. It is carried out mainly through a very well-developed system for evaluating professional performance.

The development of human resources consists in training and improving employees, in supporting them to develop key competencies that will give them the opportunity to excel in accomplishing tasks and responsibilities.

- Rewards management is the process of developing and implementing reward policies and systems. It consists of designing, implementing and maintaining reward systems so that there is a balance between performance and rewards.

Relating to the current context the whole of humanity is experiencing, corroborated with the objectives of the National Defence Strategy for 2020-2024 *“Together for a secure and prosperous Romania in a world marked by new challenges”* we consider that human resources management has an important role in ensuring national security by establishing clear policies and procedures in several directions, namely:

- policies to ensure the safety and well-being of employees;
- applying an approach in which people come first;
- employees face work-related fears, health hazards, and the evolution of the global economy in general;
- it is essential to anticipate and prepare for what is to come, no matter how difficult it may be for us, not just to react to what is happening to us now;
- during this period, we are all affected, both companies and people; I believe that flexibility, organisational culture, adaptability and values are now being checked;
- to contribute to the development of the defence system because it has an essential role in ensuring national security.

- *Career management*

Career is an important aspect and a significant part of the life of an individual as well as a constant struggle to achieve personal goals or objectives. Individuals are eager to develop careers that take into account both personal and family needs and the quality of their life.

According to literature (Klatt, Murdick, Schuster, 1985, p. 380), the concept of career has several meanings.

Career = promotion. This career vision usually involves mobility, promotion in an organisation or in the professional hierarchy.

Career = profession. According to this view, certain occupations constitute a career (managers, professionals, military), while other occupations are thought of as *“positions”* (waiters, unskilled workers or salesmen).

Career = the succession of positions throughout life. In this vision, career represents history.

Other authors (Mathis, Nica, Rusu, 1997, p.135) understand by career the succession of positions, in the ascending order of prestige, through which the employee passes in an orderly manner, according to a predictable rule. Moreover,

Gary Johns, in his reference work *“Organisational Behaviour”*, presents career as *“an evolutionary succession of activities and professional positions that a person achieves, as well as the attitudes, knowledge and associated skills that develop from over time”*.

Career management is the process of designing and implementing goals, strategies and plans that could allow the organisation to satisfy your human resource needs, and individuals to meet their career goals (Klatt et al., Ibid.).

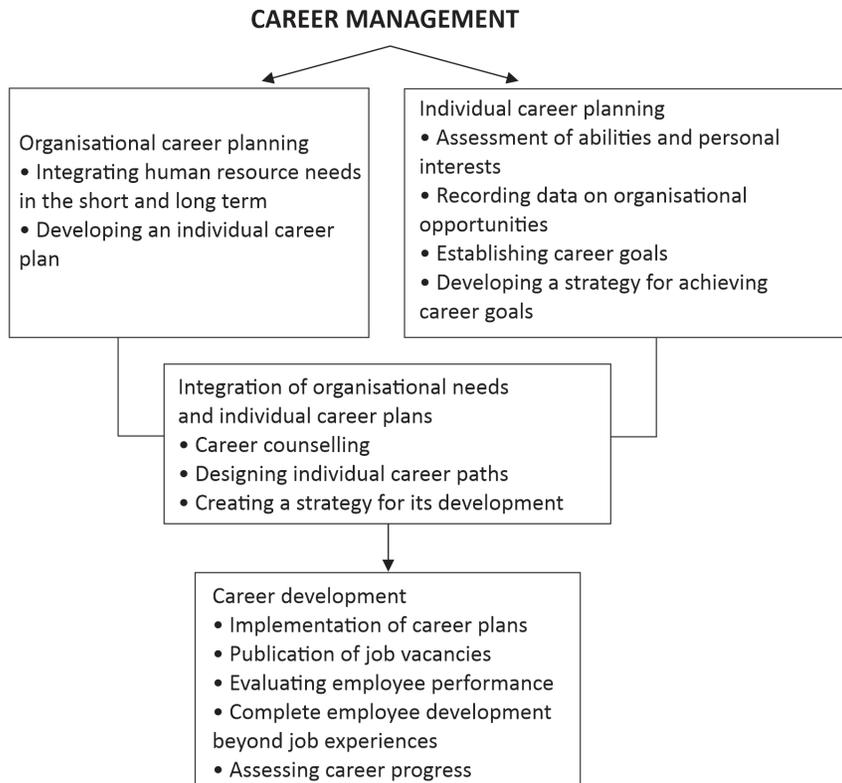


Figure no. 1: Career management model (Klatt, Ibid.)

Career management plans and models the progress of individuals within an organisation in accordance with the organisational needs’ assessments, as well as their performance, potential and individual preferences (Armstrong, 1991, p. 471). Moreover, career management has multiple links with other human resource management activities. For example, career planning is an integral part of human resource planning, and performance appraisal is one of the necessary conditions for professional career development. From this perspective, human resources planning considers not so much the forecast of vacancies, but the identification of the potential, of the conditions and qualifications required to fill that positions,

and performance appraisal is done not so much for substantiating remuneration decisions, but for identifying the development needs of employees. In this context, the international dimension of career management regarding planning and career development of those employees who are going to work abroad should not be neglected either.

In relation to career management, it should also be mentioned that within an organisation, there can be many potential problems (Torrington, Hall, 1995, p. 436), such as:

- if an employee with proper training is proposed several times for promotion, but each time he is rejected or the direct boss does not respond to requests, the employee begins to believe that he has reached an end point in his career or that he is at a point in his career in which the possibilities for promotion are very low;
- promoting an employee to a higher position that does not correspond to his qualification or experience may have undesirable effects, as it is possible that the employee considers that there is no logic in the promotion and that the only solution is to leave the organisation;
- although there are no immediate possibilities to promote an employee and the desire to transfer him to another position is not satisfied, because the direct boss considers that the certain possibilities or qualities of the respective employee are used properly in the existing position;
- although they have real chances for promotion, some employees, bored and frustrated, give up trying to achieve such goals or to realise their own potential.

All of these potential aspects or issues of career management illustrate, in fact, the lack of attention or weak concern of organisations regarding career planning and development.

The potentiated issues mentioned are also only some of the aspects that reflect an inadequate career management that may suggest:

- inadequate feedback regarding career development opportunities;
- low concern for staff promotion;
- avoidance of justified transfers;
- prolonged maintenance on existing positions of well-qualified employees without encouraging their development;
- lack of support for those employees who are not known to have the potential to be promoted;
- the existence of low concerns about employee development opportunities.

*The role of human resources management in the development of the defense system:*

- establishing special training techniques, improvement by establishing the career plan, by modernising the system of professional training of military personnel, of the military education system;

- development of the selection and recruitment system within the Ministry of National Defence;
- active participation in as many cyber security events, trainings, military missions and exercises as possible;
- allocation of funds/budgets for the development of career management and reward management.

The human resources management process within the Ministry of National Defence is coordinated by the Human Resources Management General Directorate, which promotes an efficient human resources management, focused on professional skills.

Based on the changes appeared during the last years, taking into account the massive volume of retirement requests, but also because of the difficult retention of staff in this field, the main objective of the Human Resources Management General Directorate was to promote military career in civilian environments and to modernise the selection and recruitment process.

The Ministry of National Defence aims to develop on the Romanian labour market, to be a brand recognised under the name of *“Romanian Armed Forces”*, which is a strong institution, which makes those who work there proud (Human Resources Management General Directorate, 2018, p. 7).

Furthermore, the Ministry of National Defence also intends to develop a modern career management focused on identifying the operational requirements of the armed forces, contributing to the compatibility of the human resources management activities of the Romanian armed forces with those of the armed forces of the other member states of the North Atlantic Alliance.

Through the specialists within the Personnel Management Office, military personnel are informed and receive advice on the participation in training courses or international missions.

The Defense Staff actively participates in various conferences or events on national security, the structures involved being directly interested in establishing clear policies and procedures on this issue. Among the most recent, we can list the following:

In March 2020, for a three-day period, Romanian troops belonging to the Special Operations Forces participated with their American and Polish counterparts in a training organised for the further development of the Aeronautic Personnel, an air-land integration training.

Another important event was the *“Black Sea and Balkans Security Forum”*, a regional security forum that brought in Romania special, experienced, guests in order to debate on the classical and emerging security challenges from Black Sea and the Balkans regions. During the event, there were panels on different topics, relevant for Romania and neighbouring areas' security.

In August 2020, at Hohenfels Training Center from Germany, the “Saber Junction 20” Multinational Exercise (SJ20) was conducted. 140 troops from the Romanian Armed Forces participated in this training. Exercise SJ20 contributes to the increase of European security and promotes stability in the region, by means of multinational training activities conducted by the allied and partner soldiers.

## CONCLUSIONS

Human resources management is involved in the process of ensuring national security through several specialised structures with responsibilities in several fields, starting from recruitment, employment, integration, establishing a career plan, training and retirement.

Considering the new context of the security environment, it is important that, among the main objectives pursued by the Romania Armed Forces, to be the optimisation of the human resources management system.

Currently we are facing a complex and volatile security environment, which requires for the armed forces to be able to respond promptly and effectively and this is only possible through a performant career management.

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