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**ASPECTS RELATED TO THE INTEGRATED MANAGEMENT OF HUMAN
RESOURCES IN THE ROMANIAN ARMY**

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Abstract:

The integrated approach of human resources management in the Romanian military system has become one of the essential preconditions of proper achievement of the objectives of the military organization. The Romanian Army, by assuming its fundamental mission, commits to adopt a judicious constructive attitude towards the resources made available. Bearing in mind the current context that is decisively influenced by a security environment characterized by unprecedented instability, human resources need to be addressed through an integrated management which should be described not only by functional adaptability but also by organizational resilience. Thus, the intention of the present article is to highlight, from an integrated perspective, the activities of the military human resources field emphasizing the vital components as well as the relationships needed to be created and sustained among them.

Keywords: human resources; integrated management.

1.Introduction

Nowadays, the entire world goes in a new direction. It is totally different matter. The society acquires new meanings and its features were not seen before. On one hand, the framework where the world states act is dominated by a major instability due to poor management of international relations between the states. Also, the political decisions which were taken without an unanimous agreement and the increased desire of some states, due to their position among the leaders of the world, contribute to the instability of the international security environment.

On the other hand, the supranational structures, the international organizations, and the national institutions which are responsible for making decisions are forced to face with the time of great danger and to address multiple crisis (economical, medical, social, etc.). They have to revise their position regarding the management or the available resources and to adopt a constructive behavior. It is well known that the coronavirus COVID-19 is affecting countries and territories around the world and the ongoing pandemic decreases all the available resources.

We cannot overlook the fact that the current pandemic has occurred not only in the poor countries. It is not limited by the economic or social level of the state. It does not depend on the military power of on the finance development. As we can see, the international organisms which are authorized to develop possible solutions to the problems regarding the pandemic did not take a functional approach in dealing with the virus. As a result, the decisions of each individual state are predominantly implemented.

In such a context where every resource, no matter the type we fit it (corporeal, financial, human or informational resource), become a potential vital element in the adoption process of any kind of decision (either at strategic level or in the medium or short term), a research effort



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undertaken to optimize the process of the management inside the component of human resources of the Romanian Army can be easily legitimate.

2. The Integrated Management of Human Resources in the Romanian Army

The approach of the integrated management of the human resources management inside the Romanian military system has become one of the essential assumptions of the fulfillment of the objectives within the military organization. Addressed in the legislation as a *“prerequisite for achieving the performance of the military system”* [1], the integrated approach of the component of the human resources management includes *“all planning, recruitment, selection, training, promotion, development and career management activities of military and civilian personnel”* [2].

In the field of the defense resources (procurement, research and development, infrastructure, information and financial), the component of the human resources is seen as a significant part (integrated) of the management of all the defense resources. The management of all the resources components in an integrated manner has a central meaning: optimizing the process of planning, allocation and usage the resources. Moreover, the integrated management of the defense resources refers even to the relations between Romanian Army and other national defense, public order and national security institutions.

Moreover, within the military organization, we can talk about a vertical integration of human resources management. All the developed and implemented strategies within the component of human resources line up with the fundamental strategy of the military organization. On the other hand, in operational terms, we are talking about a horizontal integration materialized in a high compatibility if the policies and practices developed within human resources. Whether we refer to a single military structure or to a group of joint forces which has a single command, independently of the security context, the interconnection between all the components and the compatibility between them (regulatory, procedural, regarding the language or about used instruments) are those that give functionality to the human resources management and provide the integrated process value to it.

We consider that an integrated management of human resources can be seen as a system which has all its components interconnected. Moreover, all parts of the system work together in order to accomplish the established objectives. Therefore, the integrated management of human resources represents a collection of interrelated subsystems such as: procedures, processes, tasks and specific activities. The interconnection of the components should be described by increased flexibility and a high transparency of the borders between the components of the system which generate processes and activities.

The components of the human resources management within Romanian Army can consist of:

- Subsystems (practically, all the human resources fields of activities);
- Structural organization (in all its forms: integrated hierarchical organization, types of forces, military units from hierarchical level 3 or 4, tactical great units, units and temporary joint forces deployed inside or outside the country in order to accomplish different assigned missions);
- The processes and the activities within the military structures (activities flows, the operational relation between them) and ones between different structures;
- The available resources (human resources, materials, finance, information, etc.).

In the example given below, we customized the components of the integrated management of the human resources within military organization:

- *Subsystems*

Those are represented by all the human resources fields of activities. Moreover, they integrate the following types of activities:



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- Defining the functions and the way they are structured inside functional structures both inside its own headquarter and subordinated structures (proposals for the establishment of new military structures – conceiving new organization charts based on realistic needs, proposals regarding changes within the organization charts of the establishments already existing);
- Planning the entire staff within the component of human resources both inside its own headquarter and subordinated structures;
- Train and specialize the personnel, giving them the opportunity to acquire new competences both inside its own headquarter and subordinated structures. Basically, in a military great unit, this field is centered round planning formal education within military education institution.
- Develop the career paths of personnel, evaluate and promote the personnel both inside its own headquarter and subordinated structures;
- Solve the problems regarding the employment contracts of personnel;
- Reward the personnel abide by laws;
- Manage the entire human resources personnel both inside its own headquarter and subordinated structures.

- *Structural organization* has two essential elements: its own human resources modules and the ones that act inside the subordinated structures:

- *The processes within military structures* materialized in procedures, independent tasks and instructions. The procedures are made in order to run properly the informational flows inside the modules and the units. The individual tasks and the orders are used to complete the framework where activities take place.

- *The available resources* should consist of all types of resources assigned for the functional processes within the component of human resources.

All in all, the integrated management of the human resources should take into account:

- The integration of all the structures (compartments, modules) inside the component of human resources. Inside the human resources module of a battalion, we should refer to the interconnection between the specialized compartments;

- The integration of the human resources modules within the functional military structures (military units, great units, etc.) by establishing the interconnection between the all the modules.

- The vertical integration – the interconnection between the human resources modules which are hierarchic subordinated;

- The horizontal integration – the interconnection between the human resources modules which function on the same level and are subordinated under the same military structure.

From the point of view of the facilities developed using the technology, the integration within the component of human resources should take into consideration building modular systems. They have to be interconnected, interoperable, built with databases, and managed by artificial intelligence with a high processing speed. Moreover, they should be able to analyze, synthesize, produce a large variety of solutions based on predetermined algorithm. In this way, the solutions given by the artificial intelligence could significantly reduce the errors within the management of human resources.

In the light of the relationship between organization-human, the integrated management of human resources is responsible for developing and optimizing the relation and interactions between the two actors: the employer and the soldier. Each man within the Army has their own mental representation of career and they know how the career path should look like. In this case, each soldier understands differently their status and the roles they play in the military structure where they work. They have different behavior in accomplishing the tasks and doing what they are authorized to



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do. Moreover, each of them knows which are the studies / courses / types of training they need in order to develop themselves.

We agree on the next idea: in a professional organization *“people react / respond (professional speaking) in the same way they are treated by the organization”* [3]. Moreover, considering this idea we believe that one of the functions of the integrated human resources management is to bound together all the inside activities: planning, leading, coordinating, evaluating in order to accomplish the established departmental objectives and also to fulfil the main goals of the military organization. Moreover, improving the organizational climate represent another significant responsibility for the integrated management. Developing a “win-win” relationship between soldier and the military organization represents the ambition which should become reality sooner.

We believe that this integrated approach could offer real benefits not only the component of human resources but also the entire military system. On one hand, a real advantage is represented by improving and increasing the interconnection and the compatibility between human resources structures within the vertical hierarchy of the organization and the human resources structures at the same level. In addition, improving the professional relations between the human resources structures and all other modules within a military unit would positively change the organizational climate. At the same time, achievement of the established organizational objectives could also be facilitated.

Likewise, the following benefits should be mentioned:

- Using new opportunities to adequately and consistently allocate resources (array systems of mathematical combinations regarding capabilities and requirements for each type of function or even for each function);
- Developing convergent practices (reliable and specific procedures);
- Improving the communication inside the organization (the feed-back becomes more realistic);
- Cutting red tape inside the organization;
- Adopting the transparency in the process of the decision making regarding the need of human resources allocation;
- Eliminating the redundant activities;
- Improving the transparency and the visibility of the procedures;
- Understanding the military phenomena in a better and deeper way;
- Reducing the duplication of the tasks;
- Eliminating the inappropriate tasks;
- Improving the cohesion of the military structures;
- Increasing the usage of the procedures.

3. Conclusions

According to these benefits identified in terms of integrated management inside the component of the human resources from the Romanian Army, we consider appropriate to design such a system for the whole organization (from strategic to the tactical level). We believe that the start of such a system has to be done from the highest level of the military organization, also being involved the all hierarchy- related facilities (subordinate relationships, the unity of decision). The main objective pursued is to use all the available resources efficiently in order to obtain and maintain the procedural consistency and the effective use of the resources inside the component of the human resources. Moreover, the integrated management approach has to facilitate the accomplishment of all the assumed organizational objectives (both those established inside the component of human resources and those assumed by the operation of the field within the military organization).



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