



*The 15<sup>th</sup> International Scientific Conference*  
**“DEFENSE RESOURCES MANAGEMENT  
IN THE 21<sup>st</sup> CENTURY”**  
Braşov, November 12<sup>th</sup>-13<sup>th</sup> 2020



**THE EVOLUTION AND DEVELOPMENT OF HUMAN  
RESOURCES WITHIN THE MILITARY ORGANIZATION: AN  
OVERVIEW**

**SIMA Nicolae, MA student**

Regional Department of Defense Resources Management Studies (DRESMARA)/ Braşov/ Romania

**Abstract:** In the research paper I will use the methods of identification, analysis and formulation of data on the evolution and development of human resources within the military organization. The investigation is related to aspects of human resources management in the Romanian Army, regarding the recruitment, selection, professional training and evolution in the military career. A significant role in the management of human resources in the military organization is the development of a modern management system, able to ensure the maintenance of the competitiveness of the military institution on the labor market, increasing the development of personnel quality for specific missions. The management of human resources in the military organization is highlighted by the recruitment and selection activities, which must be carried out through a strategic and objective method. Equally important are the preparation and improvement of human resources, which are based on the evolution of methods to improve knowledge, an evolution necessary in the organization to increase performance. Human resources in the military organization have the role of ensuring the achievement of its objectives, highlighting the other resources through their rational use, and human resources management represents the totality of activities undertaken by the army leadership, in order to ensure optimal use of military personnel.

*Key words: human resources; recruitment; selection; professional training; evolution in the military career; military organization.*

## **1. Introduction**

Human resources are the most important resource of the military organization because their potential, development, initiative and experience actively contribute to increasing efficiency and successful achievement of objectives. The role of human resources management in the army is to achieve a high-performance system that frames the armed structures with quality personnel, well trained, who are able to fulfill the missions and strategic objectives of the defense. It aims to promote the military profession, personnel career management, transform military education and increase the quality of life of personnel.

The promotion of the military profession aims to attract and recruit quality human resources in the conditions of labor market developments, to meet an aptitude standard, necessary to achieve performance standards specific to military missions and operations.

Personnel career management includes the integration of planning, recruitment, selection, distribution, training, promotion and management of career development of military personnel, by capitalizing on their training, experience, potential and performance.

The transformation of military education implies the improvement of the education system in order to become efficient and competitive, adapted to the operational needs of the army, to form a qualified human resource, ready to fulfill the entrusted missions.



***The 15<sup>th</sup> International Scientific Conference***  
***“DEFENSE RESOURCES MANAGEMENT***  
***IN THE 21<sup>st</sup> CENTURY”***  
**Braşov, November 12<sup>th</sup>-13<sup>th</sup> 2020**



In order to increase the quality of life of personnel, human resources management aims to ensure living conditions (providing monthly compensation for rent), provide health care, create a management system of social problems faced by military families and improve the legal framework for military personnel pay.

The human resources management structure of the Romanian Army has known an evolution for over 150 years, starting from the ruler Alexandru Ioan Cuza, who became supreme commander of the armed forces, who established the first central personnel structure, and as a result of the constant development of personnel structure by diversifying the fields of activity, received the name of General Directorate of Human Resources Management. This is the central structure of the Ministry of National Defense, which develops and monitors the application of strategies, policies and regulations in the fields of human resources management, individualized professional career and military education and provides unitary records of the Ministry of National Defense.

## **2. Particularities of human resources management within the military organization**

The military organization has a wide range of fields of activity, which require the recruitment of trained military personnel in many military specialties. Military service requires many skills, beyond those specific to combatants. Many of them have an equivalent and can ensure the transfer of skills in civilian life.

From a professional point of view, the military is part of a category of personnel with specific features of the military system, with common values (discipline, loyalty, dignity, honor, trust, dedication, honesty, solidarity, etc.), especially from other communities in other types of organizations. The military profession must be done with pleasure, dedication and courage, because the military is committed by military oath to meet the needs of the army.

The military is staffed and moved to positions that require their professional skills, in the country or abroad, mobility being one of the characteristics of this profession. For the efforts made, there are compensations, both of a financial nature and related to professional satisfactions.

In addition to the requirements imposed by human resources management on the selection line, the military must be characterized by will, competitiveness, commitment, professional development and teamwork. A military career involves hiring in the service of the homeland. The military career is a way of life that involves many responsibilities, but also rights (salary corresponding to the position held and career development, equipment, medicines and medical care, leave and leave, work recovery facilities, monthly rent compensation, settlement family transport - when they work in other localities than the one where they live.

The career evolution of the military personnel presupposes the successive completion of the internships in degrees and functions, conferring the possibility to reach the highest levels of the military hierarchy. This requires special professional training and the acquisition of skills and experience associated with the positions concerned, from the moment of awarding the first degree and placement in the first position.

The basic principles of the legal norms, regulations and instructions related to the field of human resources management in the Romanian Army are fairness, transparency and equal opportunities regarding the evolution in the military career.

Candidates for the military profession may pursue a military career as an officer, military foreman, non-commissioned officer or professional soldier / graduate (personnel categories), after graduating from a military higher education or post-secondary institution, a vocational training



***The 15<sup>th</sup> International Scientific Conference***  
***“DEFENSE RESOURCES MANAGEMENT***  
***IN THE 21<sup>st</sup> CENTURY”***  
**Braşov, November 12<sup>th</sup>-13<sup>th</sup> 2020**



course or a program training. In order to pursue a military career, it is necessary to go through three successive stages: recruitment, aptitude selection and admission competition.

Recruitment involves registering at the military center and advising on the fulfillment of the necessary conditions to run for a certain category of personnel. Aptitude selection or assessment involves specific examinations and tests according to the requirements of the military profession and the military environment (psychological, physical and interview). The competition for admission to a military education institution or to a vocational training course consists of a knowledge test preceded by a qualifying test in English. The competition tests are established for each category of personnel and military education unit or institution.

Military education involves the initial training and continuous professional development of military personnel and promotes the development of human resources to increase the performance of military structures. The role of military education is to train officers, military foremen and non-commissioned officers with professional skills in accordance with the requirements and needs of military structures. Military education responds to the training needs of military personnel, to ensure the correlation of individual training and education with anticipated changes in the operational environment. Human resource management promotes competency-focused performance, which requires military education to provide qualified and competitive human resources.

The system of professional training of military personnel is structured on educational cycles and levels and includes:

- pre-university study programs: high school and post-high school;
- university and postgraduate study programs;
- continuing vocational training programs, career and training / specialization courses, carried out in military education units and institutions.

Candidates opt for one of the services and military specialties and after that, they are subjected to a rigorous selection that determines their psychological and aptitude potential and the level of adaptation to the requirements of the military environment. The selection process aims at classifying them in relation to professional performance expectations. Performance in the military profession relates to the specific requirements of the post, to the specific requirements of the military organization and to those specific to the combat environment.

In order to ensure the continuity of operation and to have a high level of efficiency, human resources management aims to identify human resources with an increased potential for adaptation to the demands and difficulties of the military environment. In this sense, the assessment of knowledge, qualifications and skills can be predictors for certain work performance criteria.

Given that the training process is facilitated by the aptitude qualities, the general aptitudes, oriented towards the general military performance and the specific aptitudes, oriented towards the performance in the military specialty for which the selection is made, are evaluated. Depending on the category of services / military specialties they opt for, candidates may subsequently undergo a special aptitude assessment or specific tests and trials.

Human resources management has always been in a framework of development and transformation. The main goal of transforming the human resources management into a military organization is to achieve an efficient management of professional human resources of defense, in accordance with the needs of the process of restructuring, reduction and operationalization of army structures.

The general objective of the Romanian Army in the field of human resources is the development of a modern management system, able to ensure the maintenance of the competitiveness of the military institution on the labor market, increase the adequacy of personnel



***The 15<sup>th</sup> International Scientific Conference***  
***“DEFENSE RESOURCES MANAGEMENT***  
***IN THE 21st CENTURY”***  
**Braşov, November 12<sup>th</sup>-13<sup>th</sup> 2020**



quality to specific missions, increase systemic response capacity the demands of the security and economic-social environment.

### **3. Conclusion**

Human resources management is focused on recruitment and selection activities, which must be carried out through a strategic and objective method. However, the training and improvement of human resources is equally important, which is based on the evolution of methods to improve knowledge, an evolution necessary in the organization to increase performance.

This activity has a very important weight for the employee, because no person is recruited not only to fill a vacancy in the organization, but also to contribute to their own career development, but also to the development of the structure in which they work. Therefore, he must be aware of the role he plays in achieving these goals.

The evolution in the military career presupposes a series of factors that are ensured by the human resources management, factors that influence the course of each military. Depending on the knowledge gained, the skills formed and the performances achieved, the military who achieve notable performances can advance on the career steps, and the military who only pursue the objectives and do not have potential or development perspective, can stay in office. The evolution in the military career is based on individual and group achievements: exceeding the performance objectives set in the job description, competence for a higher position and potential for career development.

### **References:**

- [1] Păun, I., *Human resources management in the military system - characteristics and role*, Bucharest, 2007,
- [2] Manolescu A., *Human resources management*, Bucharest, 2001,
- [3] DGMRU, *Human resources management in Romanian Army*, Bucharest, 2018.