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**AN OVERVIEW OF DEFENSE TRANSFORMATION FOR
FUTURE FROM A MANPOWER AND PERSONNEL
PERSPECTIVE**

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The aim of this paper is to place armed forces transformation into the context of defense transformation. As such, it will focus on describing, sometimes using the exact words, the approaches taken by the United States of America, United Kingdom and Romania towards adapting to the current and future security environment. Thus, it claims no originality its sole focus being that of allowing the reader to make an implicit comparison between various perspectives on transformation.

Key words: defense planning transformation, manpower, personnel.

This article is to help understand whether military leadership analyze in terms of defense planning transformations for the new decades. Look forward in an effort to determine the roots of accuracy and inaccuracy in forecasting isn't a easy task for the future wars. For that reasons my research wants to discover and understand the relationships from the military strategy with defense planning and an overview form manpower, force management and designation and personnel perspective from U.S., U.K. and Romanian Army.

The strategic analyses will reflect the level of ambition and major lines of efforts for each country and army too, in the past and for the future.

1. Quadrennial Defense Review 2014

The United States troops faces a rapidly changing security environment. They will be able to focus on the strategic challenges and opportunities that will define the future: new technologies, new centers of power, and a world that is growing more volatile, more unpredictable, and in some instances more threatening to the United States. Challenges to many allies and partners around the globe remain dynamic and unpredictable, particularly from regimes in China, North Korea and Iran. Meanwhile, modern warfare is evolving rapidly, leading to increasingly contested battle space in the air, sea, and space domains – as well as cyberspace – in which US forces enjoyed dominance in the most recent conflicts. Doing so will require exceptional agility in how they shape, prepare, and posture the Joint Force. To protect the security interests of the United States most effectively while recognizing the fiscal imperative of deficit reduction, the 2014 Quadrennial Defense Review (QDR) was principally focused on preparing for the future by rebalancing defense efforts in a period of increasing fiscal constraint [1]. The 2014 QDR advances three important initiatives:

- a. First, it builds on the Defense Strategic Guidance, published in 2012, by outlining an updated defense strategy that protects and advances U.S. interests and sustains U.S. leadership;
- b. Second, the QDR describes how the Department of Defense is responsibly and realistically taking steps to rebalance major elements of the Joint Force given the changing environment;
- c. Third, the QDR demonstrates the intent to rebalance the Department of Defense itself as part of the effort to control internal cost growth that is threatening to erode our combat power in this period of fiscal austerity.



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From a Human Resources area point of view the Armed Forces become smaller and become more modern as well, with readiness improving over time. Key end strength and force structure decisions in this QDR include:

a. Maintaining an Air Force with global power projection capabilities crucial for this updated defense strategy. U.S. Air Force will modernize next-generation Air Force combat equipment – including fighters and bombers – particularly against advancing modern air defense systems.

b. To sustain this force, the Department of Defense will rebalance within the Army, across the Active, Guard, and Reserves.

c. Preserving Naval capacity to build security globally and respond to crises. Through an aggressive effort to reduce acquisition costs and temporary ship lay-ups, the Navy will modernize its fleets of surface ships, aircraft, and submarines to meet 21st century threats.

d. Maintaining the role of the Marine Corps as a vital crisis response force, protecting its most important modernization priorities and ensuring readiness

As the Joint Force rebalances so that it remains modern, capable, and ready, the Department of Defense taken the following additional steps to protect key capability areas in support of strategy:

1. Cyber. They invest in new and expanded cyber capabilities and forces to conduct cyberspace operations and support military operations worldwide, to support Combatant Commanders as they plan and execute military missions, and to counter cyberattacks against the United States.

2. Missile Defense. They are increased the number of Ground Based Interceptors and deployed a second radar in Japan to provide early warning and tracking. They make targeted investments in defensive interceptors, discrimination capabilities, and sensors; and they studied the best location for an additional missile defense interceptor site in the United States if additional interceptors are needed.

3. Nuclear Deterrence. They continue to invest in modernizing essential nuclear delivery systems; warning, command and control; and, in collaboration with the Department of Energy, nuclear weapons and supporting infrastructure.

4. Space. They move toward less complex, more affordable, more resilient systems and system architectures and pursue a multilayered approach to deter attacks on space systems while retaining the capabilities to respond should deterrence fail.

5. Air/Sea. They continue to invest in combat aircraft, including fighters and long-range strike, survivable persistent surveillance, resilient architectures, and undersea warfare to increase the Joint Force’s ability to counter A2/AD challenges.

6. Precision Strike. They procure advanced air-to-surface missiles that allow fighters and bombers to engage a wide range of targets and a long-range anti-ship cruise missile that will improve the joint ability of U.S. air forces to engage surface combatants in defended airspace.

7. Intelligence, Surveillance, and Reconnaissance (ISR). The rebalance investments toward systems that are operationally responsive and effective in highly contested environments, while sustaining capabilities appropriate for more permissive environments in order to support global situational awareness, counterterrorism, and other operations.

8. Counter Terror and Special Operations. They grow overall Special Operations Forces end strength to 69,700 personnel, protecting our ability to sustain persistent, networked, distributed operations to defeat al Qaida, counter other emerging transnational threats, counter WMD, build the capacity of partners, and support conventional operations.

I believe that in 2025, US Army will still be the most powerful military in the world. Why? They analyze what quantitative forces need but also very important what quality of forces need and



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make the right decision. Decision point was to reduce almost 153.000 military in the best case scenario and 213.000 military in the worst case scenario from 2014 to 2019.

From my personal point of view the essentials of the 2014 QDR was correct and true and in 2017 was signed National Security Strategy (NSS), and it replaces the formerly required Quadrennial Defense Review (QDR). After one year in 2018 the Pentagon has a new National Defense Strategy (NDS), its first in 10 years. Its was released an 11-page summary of it.

I admittedly do not have access to the full contents of the more comprehensive classified version of the NDS, but it's fair to assume that the summary provided to the public serves as an accurate proxy.

One remarkable feature of the NDS is that it makes clear that terrorism is not the highest-priority issue, placing “inter-state strategic competition” as “the primary concern in U.S. national security.” This assertion might suggest that U.S it may not need to maintain a wartime posture against terrorism.

Two significant exclusions in the NDS summary demand a closer look and further analysis: climate change and the expanding role of special operations forces [2].

In shorthand, whereas the 2014 Quadrennial Defense Review (QDR) described a need to “defeat and deny” adversaries in two regions, the 2018 NDS describes a need to “defeat and deter” the same. Competing effectively in the national security domain to leverage asymmetric strengths, integrate national means, educate future workforce, conduct operational experimentation and develop associated operational concepts, reform the defense acquisition system, and increase efficiency. [3]

Actually, US Forces start to change and transform the manpower and personnel system from quantity to quality aspects. They launched a debate about up or out system for officer promotion and try to create more flexible personnel management and compensation system. At the present, the Services' ability to vary the duration of assignments and careers, as well as of compensation, of different personnel in different occupational specialties is extremely limited. Conversely, some military careers are too long, or personnel may be overpaid in comparison with their skills. The main objective is to recruit and retain the right people with the new skills and competencies for the new equipment and to invest in the education and training system. They cut the budget with \$113 billion until 2019.

The changes required for institutional reform are unpleasant and unpopular, but they reduce excess infrastructure, slow the growth in military pay and compensation, and retire equipment that they do not need. In terms of Human Resources we can see some changes in Officer career management program where the purpose is "to provide qualified and capable officers for assignments and promotion" [4] and in according with the NDS 2018 challenges will require military leaders to adapt and to reform professional military education (PME) and development in strategic decision making.

In this respect, they cut from regular forces and invest in education, training and new equipment. I believe that dramatic changes will be needed in all of these by 2025.

In terms of force management and force designations in 2020 US forces "moving [some] forces back to the United States....., and then deploy them back into Europe on a rotational basis and some other places in Europe to allow us to better be postured for the threat. You'll see Poland be a more active partner, you'll see Romania be a more active partner, [and] you'll see the Black Sea area more active because that's where we improve our deterrence versus Russia, which was [Defense Secretary Dr. Mark T. Esper's] No. 1 priority".[5]



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Some of these changes are only dimly perceived today and need encouragement and direction. "Innovation is the military imperative and the leadership opportunity of this generation." [6]

From this prospective, in all articles and military studies which I read, the best-trained, best equipped, and best-led fighting force on the planet, takes time, it takes money.

More than 1 million men and women under arms are present in more than 130 countries and at sea and will still possess capabilities in every domain that overmatches potential adversaries. For future, in the new US administration which start in 2020 from defense planning point of view, "quality trumps quantity, capability trumps capacity in modern warfare. The alternatives to reducing legacy force structure-shortchanging investments in the future, slashing readiness, and/or failing to take care of military personnel-are unacceptable." [7].

The next NDS need to continue allocating resources and should prioritize that update military human resource processes, modernize back-end IT infrastructure, and provide educational opportunities for service members adapts to "rapid technological advancements and the changing character of war," what will continue to be at the forefront of imagining and implementing these changes.

In the next 20 years the Army must adapt in six significant ways to remain capable of deterring adversaries and dominating conflicts in this environment, while also setting the stage for the development of a much different force for the world of the 2030s and 2040s. It must organize the total force by deployment timelines; "strengthen Army strategic mobility and presence; master urban operations; prepare for the next big war; modernize technology investments; and set the stage for another round of base closings". [8]

2. UK ARMY, MOD REVIEW 2013-2020

"We go from a Regular Army of 101.000 and a Reserve of 19.000 to one Army of 112.000, an integrated Army, that's the difference..." Lt. Gen. Adrian Bradshaw, Commander Land Forces. On 5 July 2012, the Secretary of State for Defence announced that the future Army will consist of around 82.000 regular personnel and around 30.000 trained reservist, that means 112.000 personnel integrated in Army. Before this statement, the UK House of Common adopted the Strategic Defense and Security Review as effect of Summit from 2010. They improve and set out of paper "Transforming the British Army 2020" and was updated in 2013. The new concept, Army 2020 designed a new integrated structure of Regular and Reserves that could meet three broad requirements through a clear delineation of roles through a Reaction Force and Adaptable Force supported by Force Troops

These three pillars was designed from the mission what they need to fulfill. The Reaction Force provide a high readiness force that will undertake short notice to move in a specific area of operations accordingly with NATO guidance and provide the Army conventional deterrence for Defense. Second pillar from manpower view is Adaptable Force and comprise a pool of Regular and Reserve forces that consist of 7 infantry brigades and a logistic brigade. The last pillar is Force Troops which was designed and develop for support the Reaction Force and Adaptable Force.

This structure provide specialist troops for sustainment with a range of capabilities such as artillery, logistics, intelligence and signal. The key point for all these forces is training together as a single Army.

For this perspective area they implement the New Employment Model, which consist individual components in order to recruit and retain personnel of the right quality as well as enabling the services to respond more quickly to changing manpower requirements. In this respect UK MoD is being specific areas to develop in policies and rules as follows:



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- a. Value and Reward system – including payments, consolidation of allowances, expenses and a broader, strategic examination of Service Children’s Education and its linkage to the Continuity of Education Allowance;
- b. Future Accommodation – including a purchase incentive to assist Service personnel who want to buy their own home;
- c. Terms of service – reduce commitment working;
- d. Training and Education – including a Personal Development Pathway.
- e. the final step is the Armed Forces Pension Scheme 2015.

In 2015 UK adopted National Security Strategy and Strategic Defence and Security Review [8] They will ensure that the Armed Forces are able to tackle a wider range of more sophisticated potential adversaries. They will project power, be able to deploy more quickly and for longer periods, and make best use of new technology.

They will develop a new Joint Force 2025 to do this, building on Future Force 2020. Joint Force 2025 will increase Armed Forces’ ability to work with the rest of government and internationally, alongside the security and intelligence agencies to disrupt threats in the most challenging operating environments worldwide.

While UK Armed Forces can and will whenever necessary deploy on their own, they would normally expect them to deploy with allies such as the US and France; through NATO; or as part of a broader coalition. The Armed Forces also undertake permanent tasks, including territorial defence, delivering the nuclear deterrent, and assisting the UK civil authorities’ resilience and ability to respond to terrorism.

UK Armed Forces will be able to deploy a larger force more quickly. By 2025, this highly capable expeditionary force of around 50,000 (compared with around 30,000 planned in Future Force 2020) will include:

- A maritime task group centred on a Queen Elizabeth Class aircraft carrier with F35 Lightning combat aircraft;
- A land division with three brigades including a new Strike Force;
- An air group of combat, transport and surveillance aircraft;
- A Special Forces task group.

When the Armed Forces are not deployed at this scale, they will be able to undertake a large number of smaller operations simultaneously. These might include:

- A medium-scale operation, often drawing mostly on just one Service, such as our current counter-ISIL mission in Iraq.
- Multiple additional operations, ranging from specialist missions such as counter-terrorism or counter-piracy, through to broader, more complex operations such as the military support to tackle Ebola in Sierra Leone or the enduring naval presence in the Gulf.
- A wide range of defence engagement activities, such as training teams and mentoring.

Joint Force 2025 will be underpinned by significant policy changes: in personnel policy to ensure that the Armed Forces can recruit and retain the people they need in a competitive employment market; a stronger international focus in defence; and a defence innovation initiative to ensure that remain in step with closest allies and ahead adversaries. The MOD build on the success of the Joint Forces Command in 2020, which was set up in 2012 to champion the critical capabilities needed by all three Services and to support the command of operations through the Permanent Joint Headquarters.

Joint Forces Command will lead the MOD’s work to improve its understanding of our security environment, using new information technology and greater analytical power to exploit big data, social media and both open source and classified material.



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In the next 20 years with rising equipment and personnel costs there will be difficult choices for Defence. The range of threats to the UK mainland are likely to be far more diverse and ambiguous than today from traditional threats such as biological and nuclear, ballistic missile attack and natural disasters to hacktivists and offensive cyber.

The future calls for a far greater understanding of the potential operating environment and these responses will be more challenging. The proliferation of technology and advanced weapons systems will provide many more states with effective anti-access and area denial capabilities that will impact on operations in every environment.

Defence will need to be able to mitigate these risks and overcome defence systems to deliver the required effects. This will call for the innovative use of cyber, precision and stand-off weapons, as well as stealth, layered defence and automated systems – across land, sea, air and cyberspace. These capabilities are likely to offer significant utility in attritional circumstances. Flexible joint logistic hubs (including the use of forward bases and sea basing) – may reduce the vulnerability of support infrastructure and maintain our freedom of action. These flexible logistic hubs will allow us to operate across a range of activities, from conflict to humanitarian and peace support operations.

Finally, the UK Army will need to consider how it might reconstitute sufficient capability. Maintaining command and control, and niche capabilities, including joint enablers, supported by an adaptable and flexible industrial base and conceptual development, will be key. Interoperability and adaptability will be crucial as bespoke alliances and partnerships become more important, both between nations and with non-state actors. Increasingly, military strength will be expressed in terms of human capability across the forces, and establishing the right mix of regulars, reserves, civilians and contractors will be critical.[9]

In my opinion this plan could work very well because the UK MoD have a good plan, with some decisive point and objectives, with a good vision what they need and for what reason they made these changes. It takes time to switch and develop new rules but with some resources they will perform very well. Change takes time and money and a good vision for new Army 2025.

3. ROU ARMY, MOD REVIEW 2026

According to the Activity Report for 2015-2019 from MoD [10], Romanian armed forces remains the fundamental institution of the state that enjoys one of the highest levels of trust among citizens, and for good reason. Strategic Partnership with USA, membership of NATO and that of European Union have been and remain fundamental pillars of Romania's foreign policy. Within NATO, Romania is appreciated as predictable and reliable ally. The geopolitical context is complicated, and Romania remains an anchor of stability in this region. Our country will continue to be a security provider at the eastern border of NATO and the European Union. In this capacity, we have the responsibility to ensure and strengthen at the same time, the national defense, but also to help ensure collective defense within NATO. Increase of the budget for defense at a level of at least 2% of GDP, and maintaining at least that level for at least the next 10 years is crucial in this direction.

Romania participates actively in strengthening NATO, and Allies contribute, in turn, to strengthening the eastern flank, thus to strengthening the security of Romania at the Black Sea. I want to mention in particular the US decision to significantly increase the budget allocated to European Reinsurance Initiative. At the same time, the establishment in Romania of NATO Forces Integration Unit and Headquarters Multinational Division South – East are designed to strengthen the deterrence and defense posture of NATO.



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The operational status of the anti-missile shield from Deveselu, and especially, the authority transfer of this defensive system to NATO add to the participation in operations and missions under Security and Common Defence Policy of the European Union, in regional initiatives, collaborations at bilateral level on the line of ministries of defence, especially in the context of the Strategic Partnerships with the US, France, Poland, Turkey, as well as constructive engagement of cooperation partners, and other relevant partners. Moreover, there is further need to increase the operational capacity of the Romanian Army in conjunction with the allocation of funds for endowment, including major equipment.

To materialize this priority of the Ministry of Defence, there may be considered a Strategic Review of Defense – mentioned, in the report too, given the developments in the security environment, review circumscribed to the legal framework in force or about to be drafted. I have in mind mainly some strategies and policies as follows:

a. National Strategy of Defence for the period 2020 - 2024 – whereby there was defined the framework in which Romania operates in matters of national security; in this strategy is highlighted for the timeframe 2020-2024 some ideas to provide guidance for the further implementation of the strategic guidelines adopted in 2015, on the other hand, to support the efforts of national institutions to provide, prepare and equipped human resources, as an essential part of interoperable capabilities [11];

b. White Defence Paper – which was approved one months ago in Supreme Council of National Defense and will be approved in the next weeks in Parliament's houses; the new concepts in white defence paper are about: capabilities in new technologies, new forces with training and professional military educations, a new own defense industrial capabilities, resilience and development for a new institutional culture base in innovation and acknowledgement [12];

c. New defence planning law which was approved in last decade of april 2016;

d. The program of transformation, development and procurement of the Romanian Army until 2027 and in perspective;

e. Law on the status of military, sergeants and privates, and the new Military Career Guide – expected to be promoted this year or in the first part of the next year.

When it comes to the issue of equipping the army, I am thinking about cooperation with national defence industry too. Beyond the beneficial effect of creating new jobs, we will essentially follow the best interrelation between revamping the defence industry and equipping the army. Finally, in this moment of evaluation, I think once again of those of you who are now, in the theatres of operations, in various missions, serving under the flag. Improving the training level of the Romanian troops is one of the main priorities taken into account in the process of planning financial defence resources.

Starts from 2014, the number of bilateral or multinational training exercises conducted in Romania increased with over 25 percent. Between 2015-2019 over 700 major exercises were conducted, of which almost 250 were bilateral and multinational. As a measure of the Readiness Action Plan of the Alliance, Romania included a significant number of multinational exercises in NATO program of exercises. The financial allotments forecast for next 10years will allow keeping the increase rhythm in the field concerning the complexity and number of participants in the exercise.

The composition of the Romanian Forces - 2027 will be precisely established in the future. This imposes the identification and definition of each and every assignment according to rank, speciality and necessary equipment. Look forward in 2032 and 2040 the future sounds good in terms of new equipment and personnel too. In term of HR functions the big challenge will be to recruit and



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retain the best fighters with a very good professional military education. From this prospective we increase number for military college which can provide the best new generations of leaderships.

Finally other challenge for force management and defense planning point of view in terms of human resources will be approval for a new military policies law by Parliament which take to manage the personnel for the new decades. In my opinion it takes time to have real transformation but with multiyear plans and resources 2% GDP for new equipment for acquisition, improving new education and training system based on motto “we train as we fight” the ways of changes is going faster.

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