HUMAN RESOURCES MANAGEMENT ISSUES IN THE ROMANIAN ARMY

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Abstract: Management has a universal sphere of manifestation, showing interest mainly for the organization, including the military one, because without it the existence of management would not find its meaning.

Key words: management, human resources, organization, recruitment, selection, army, military.

INTRODUCTION

Romania became, in the spring of 2004, a full Member State of the North-Atlantic Alliance and in January 2007 of the European Union too. This status brings with it a number of responsibilities as well as benefits. Among the responsibilities that Romania has, as a member of NATO, the main one is to defend the country and its allies. This requires, above all, the rejection of an armed aggression against Romania and its allies within NATO's collective defence.

MATERIALS AND METHODS

The human resources of defence are part of the resources made available to the army by the society in which the military organisation is established, in order for the latter to carry out the constitutional missions entrusted legally. In turn, they have a specific management, which "... represents a complex of interdisciplinary designed measures, on staff recruitment, selection, employment, use of work through an ergonomic organisation of work, material and moral incentives, up to the time of termination of employment contracts".

The human resources of the army are made up of officers, non-commissioned officers, sub officers, soldiers and civilian volunteers and civilian contractual staff that actually work and which, through their work, ensures the attainment of its objectives, putting in value other resources, using them in a rational way. In this context, the human resource management is the ensemble of activities promoted by the army leadership at all hierarchical levels, in order to employ the best its staff available.

According to NATO, the military institution is divided on the basis of recruiting and hiring, in two categories:

a) professional staff – in this category is included staff recruited and hired on a voluntary basis and that, subsequently, carries its work on a contract basis; officers, noncommissioned officers, sub officers, soldiers and volunteers, civil servants and the civil contractual personnel belong to this category;

b) staff with compulsory service – including the categories of personnel that perform compulsory military service on the basis of legal provisions, such as the conscripts and the reduced training term soldiers that we used to have.

Each of the categories that make up the human resources of the defence participates in the fulfilment of the missions of the army, having responsibilities clearly in

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1 Petre Burloiu, Managementul resurselor umane, București, Editura Lumina Lex, Editia a III-a, 2001, pg.41.
agreement with the need to respect the principle of unity of command. In essence, modern armies define the place and the role of each category of personnel, as follows:\(^2\)

- **professional soldier** is the person in direct contact with objects and equipment, he is the executant, "the professionist";
- **sub officer** is the professional leader of small groups, specialized in a certain type of action: military, technical, training, logistics, staff. They lead smaller organizations from the military hierarchy as "the master";
- **officer** is, in essence, the leader; he designs and lead the military action, on different levels of the military hierarchy;
- **civil servant** is the expert in support activities that do not require military qualification or the structures leader-expert of this kind, following the principle that any post that can be fulfilled by a civilian, will be carried out by a civilian.

The human resources of the Romanian army have peculiarities determined by the nature of the military institution.

In essence, these features translate into specialization specific for the military institution assured by the preparation process, as well as by the way it is used later. Unlike most economic and social organizations - enterprises, banks, schools, courts, etc. - which select and use personnel trained by institutions of civil society education, the military institution has its own system of training, specialization and use. As a result, when accepted by the military institution, the staff goes through a period of initial training in the military educational institutions, and when leaving it, whether the conditions of retirement are not fulfilled, a program of professional reconversion is needed, in the case of professionalized staff to enable their employment in specific fields and professions of civil society.

Since 2007, our country has been completely professionalized, through the conscription and use of volunteerism as the sole method of recruitment of professional soldiers in the Romanian Army.

The strategic objective of the Romanian armed forces in the field of human resources is to implement a system of management of personnel, in accordance with the needs of the process of restructuring and operation of the armed structures, so as to ensure full interoperability in this area with the armies of NATO Member States.

According to the provisions of the National Defense Strategy of the country, the creation of effective mechanisms of selection, training, promotion and improvement of personnel will be the aim, so as to ensure necessary military professionals in the field of defence.

To achieve these goals, the following specific objectives will be pursued:

- attracting and generating human resources with high potential for the military profession and their efficient use;
- implementation of the management system of individual career of military personnel;
- reorganization of the military education, according to the Concept of transformation of the military education;
- development of the linguistic competence of staff, with priority to the participant in international missions;

\(^2\) A se vedea, Concepț ia privind managementul resurselor umane în Armata României, Managementul resurselor umane în Armata României, Anul I, nr.1, București, 1998, pg.12

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• stimulation of army staff by increasing wages, improving the quality of life and the proper functioning of the system of social protection;
• restructuring of populations, by category of personnel;
• remodelation of military education.

CONCLUSIONS

The system of management of human resources in the military organization must fulfil simultaneously two conditions: to respond effectively to current and future interests of the Romanian Army in the area of human resources and to support the development of these resources in different time horizons (to be compatible with those of the armies from NATO countries).

Thus, the general concept of reform of the system of human resources management in the Romanian Army must start from the actual situation, with the mentioned dysfunctioning, and must be based on the theory of human resources management and experience aquired in the field of modern armies.

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