

STRATEGIES AND POLICIES FOR HUMAN RESOURCES IN THE ARMY

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Abstract: *Human resources reform in the army is a system one. Redesigning human resources management system of the army is scientifically validated, using theoretical methods and experiences of the practice of modern armies.*

Key words: *strategy, policies, management, human resources, organization, army, military.*

INTRODUCTION

The issue of human resources management in the army has acquired a special significance, both due to significant and rapid changes in Romanian society, and to the structural and content transformations of the military institution. The harmonization of changes in the military environment with those generated in the field of human resources management is a permanent and difficult task of those with responsibilities in this field of activity. In addition, the impact of technical progress and of the information revolution, coupled with that of the reform from the military body of human resources of the army should be taken into consideration when conducting recruitment programmes, selection, training, development and use of military and civilian personnel.

MATERIALS AND METHODS

Romania's integration into NATO and the EU has led to major changes in the field of human resources management in the Romanian Army. Practice of modern militaries emphasizes the fact that the main objectives of the human resources of the defence are the same as in the case of any organization, that is providing staff, its development, motivation and retention, provided that, in the performance of their specific circumstances, there are certain peculiarities determined by the characteristics of the military institution.

In this vision, we emphasize the following *areas of human resources management of the defence*, in all modern armies:

- ✓ the definition and organisation of posts;
- ✓ planning of necessary personnel, weapons and military specialties;
- ✓ recruitment, selection and hiring within the military institution;
- ✓ training and further training;
- ✓ the use, evaluation and promotion on the military hierarchy;
- ✓ motivation of human resources through the salary policy and the system of rewards;
- ✓ social conditions and compensation for the military profession;
- ✓ quit of the personnel from the military institution;
- ✓ professional reconversion;
- ✓ survey and personnel management.

The most obvious features of human resources management, determined by the specifics of the military environment are:

- organizing posts into a structure of pyramidal type, which makes only a portion of those opting for a military career practice it until the age of retirement;

- the recruitment of military personnel on the basis of criteria determined by the need to identify specific career skills;
- rigorous selection and retaining only those with the potential for a military career;
- training of personnel and its specialization according to the role and the place it will occupy during the career;
- improving training according to the requirements of each step of the military hierarchy;
- ongoing assessment of the performance and the identification of potential future development, on rigorously defined conditions;
- using a well-defined motivation system;
- ensuring social conditions – residential, nursing, feeding, equipment – allowing the total availability of the personnel regarding the military profession requirements and missions;
- social protection, including professional reconversion and final quit of the military institution.

Human resources management intends to unite the people and to ensure the effectiveness of the organization, giving everyone the opportunity to make their own contribution to the success of the institution, both as an individual and as a member of an organization. At the same time, human resource management offers solutions to solve specific problems of resources not only from the perspective of meeting the interests of the institution, but also by taking into account the employees as human beings, with needs, aspirations and behavioural individual considerations.

Human resource management in the army should, also in the future, remain open to the further requests of improvement got, through the feed back, both from the military structures with responsibilities in the field, from the civil and military personnel, as well as on the part of society and of the North-Atlantic Alliance. This all the more so as Romania's integration into Euro-Atlantic structures is a complex, lasting and multidimensional process, involving the taking into account of the rapid dynamics of the social reality from us, from the areas of national and NATO interest.

The human resources strategy in the Romanian Army must designate the direction of army management orientation in the justification of all activities related to planning, recruitment, selection, design of organization states, development, evaluation, promotion and remuneration of the civil and military personnel, as well as the protection of health and increasing its quality of life.

The strategies of human resources in the Romanian Army must start from the missions to be carried out, and also from the content of human resources management, and to use a proper investigation methodology, ensuring a rational targeting of efforts in this field of activity.

For exemplification, we point out the main *strategies* used in the field of defence human resources management, adopted after taking the objective of integration into NATO, to ensure interoperability with the Member armies, thus:

- giving up conscription and staff recruitment on a voluntary basis;
- posts structuring in a pyramidal system;
- redesigning the regulatory framework of career development, promotion being the result of professional competence, previous experience and development potential on the steps of the military hierarchy;
- selection for job classification based on transparency and equal opportunities for promotion;

- personnel restructuring for the purposes of increasing the share of certain categories (for example sub officers and volunteers) and reduction of the share of others (senior officers, generals, soldiers, civilian staff) and professional reconversion;
- social protection specified in the contract with the military institution;
- provide linguistic skills to military personnel;
- acquire the NATO procedures and standards.

Based on the foregoing strategies, we can define, in a synthetic presentation, some of the personnel *policies* promoted in the field of human resources management of the defence, as follows:

- ❖ equal opportunities policy in the field of recruitment and employment – access to the military profession is non-discriminatory on grounds of sex, religion, ethnic origin; vacant posts are assigned in accordance with the law, according to equal opportunities;

- ❖ policy of involvement and participation in the development of their own careers – use of personnel is made on the basis of uniform, transparent rules, known at the join of the military institution; staff is encouraged to improve the individual preparation;

- ❖ reward policy – remuneration ensures keeping staff in spite of the pressure existing on the labour market (especially from other structures within the National Defence System;

- ❖ protection policy – reducing the army by ensuring professional reconversion and social protection of those dismissed.

CONCLUSIONS

Policies and strategies in the field of human resources have a fundamental role to play in ensuring the success of any organization, especially during periods when fundamental changes are necessary within it.¹

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¹ Antip Adrian, *Managementul resurselor umane în Armata României în contextul integrării în NATO și UE*, Rovimed Publishers, Bacău, 2010, pag.54