

CONTEMPORARY HUMAN RESOURCES MANAGEMENT IN DEFENSE SYSTEM

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Abstract: The way the human resources are managed is becoming a decisive factor of competing ability, growth and organization survival, and human resources are viewed as significant resources of organization. The defense system is one of the most important state systems, it is one of the systems that has the largest number of personnel, and the largest financial funds. In the period of transition and defense system reform, special attention should be paid to properly define and put into effect a human resources management policy.

INTRODUCTION

Every country wishing to ensure its citizens' respect for human rights and liberties, peaceful and stable development and healthy living environment must have a clear vision on the development of contemporary world, to assess its place and role in the immediate environment, region, continent and global trends. An efficient and well organized security sector and defence system present basic

elements for stable functioning and development of society. In line with the conclusions made based on such assessment, vital national interests are defined and security challenges in the forthcoming period valued. On the basis of such, a vision of defence system development is created and within it, a vision of human resources (HR) management.

Planning and programming changes define necessary resources, as a compromise between the capabilities of the State and operational needs. As operational needs are often greater than the capabilities, particularly in a trend characterized by the impossibility of large financial investments, it is necessary to carefully project the HR management system that, under conditions of speedy technological development, remains the principal factor of defence capabilities [1].

Human resources management in defence system

HR management should offer a long-term framework that would satisfy the interests of employees (who satisfy personal interests and develop careers), the organization (achieve business objectives and develop own competencies) and the society (respecting the law and reducing unemployment). Necessary preconditions for achieving overall social objectives and interests are created by achieving the organization's objectives and personal interests of employees [2].

One of the basic principles of HR management should be that the right person is at the right time in the right place, for everyone to get what they are entitled to, to enable everyone to develop in line with their abilities, qualities and results. In order to achieve those principles in an unhindered fashion, conditions must be created for healthy competition without which there is no progress. Healthy competition is always welcome, because it motivates, inspires, leads to progress and helps every individual to find a suitable job and status he/she is entitled to.

HR management activities

HR management, as one of the most important business functions in an organization, unifies a large number of activities. In selecting and using guideline measures and activities, adequate solutions that fit the given conditions of organization's functioning must be found. A unique method for HR management does not exist and, hence, it is up to HR experts and organization's management to find a measure and method for management that is most suitable for their organization.

There are numerous HR management activities and they can be broken down into the following groups [3]:

- HR planning,
- Recruitment, selection and employment,
- HR development (socialization, appraisal, training and education, career development)
- Motivation and remuneration
- Employee protection/care (social, health, legal...)

HR activities are planned, permanent and focused on achieving both organization's objectives and individual goals of employees.

HR planning

HR planning is a process of systematic HR monitoring aimed at ensuring the required number of employees with appropriate abilities, knowledge and skills [4].

HR planning is a composite part of overall planned activities that, based on changes inside and outside the organization, foresee HR requirements and plan activities to meet those needs. HR planning must be conducted in line with the vision and strategy of the organization. Organizations that marginalize this activity will, sooner or later, face a lack of, or excess of suitable personnel and, at the same time, the difficulties in reaching its projected business needs.

The planning process does not end with its development and adoption because modern planning methods also imply the need for continuous monitoring of its implementation. In the process of implementing the plan, the reality of its parameters is also evaluated, especially the viability of given assessments and forecasts. Thus, it is possible to better manage resources and control HR expenditures.

The importance of HR planning has changed over time. In addition, there are discrepancies in understanding the relation between long-term and short-term planning. Modern HR planning is a process where top level management and HR organizational unit have the greatest responsibility; however, all other entities in the organization are stakeholders.

Planning must be conducted in line with strategy and organization's objectives and is composed of the following phases: analysis of the environment, future needs assessment, analysis of the present state and harmonization.

Analysis of the environment

The environment is deemed very important in regard to the influence it has on the organization, and a large part of the organization's strategy relates to the environment.

The defence system is characterized by a large number of employees, of which some will have to leave the system. The manner for resolving the redundancy issue is of great importance and also a basic precondition for the continuation of reforms. Part of the employees will leave the system having attained pension rights. Amendments to the law should enable early retirement which will additionally put a strain on the pension system. Military pension system is autonomous and funded through employee contributions and fraction of the budget allocated for defence. It is necessary to ensure that the system which provides pensions, in the amount needed to lead a normal life, functions in a stable manner.

Future needs assessment

It isn't simple to turn strategic targets of the organization and influence of the environment into clear quantitative and qualitative HR objectives. By applying objective (statistical) and subjective (assessments of managers) methods, it is possible to assess future needs. However, no method is ideal and applicable in every situation and hence it is often necessary to combine various methods.

Having a clear vision of the future system and assessment of future needs is possible only after the strategic documents are developed and adopted. It is already known that the modern defence system will have fewer employees and that they need to be motivated, equipped and trained for a wide range of operations.

Analysis of the present state

This analysis primarily covers human resources and also organizational factors important for planning, such as strategic plans, internal regulations etc.

When analysing human resources, besides quantitative data on the number and qualifications of employees, it is necessary to analyse data on motivation and satisfaction of employees, methods of people management, organizational issues and problems, capabilities for improving conditions and strengths that can improve the functioning and relations within the system etc [3].

In addition to HR analysis, it is necessary to conduct an individual analysis of employees, particularly managers, with the aim of career planning, rotations,

eventual reduction of job placements etc. It is necessary to identify employees that are capable of assuming higher positions and time necessary to do so.

Harmonization of needs and opportunities, plans and decisions

It is possible to move on to the next phase – harmonization only after the analysis of the environment and present state within the organization has been completed. Depending on how the ratio between supply and demand (excess or lack of employees with specific qualifications) is manifested, there are programs for balancing the differences (surplus or deficit). This process is multilayered and it is possible to simultaneously have an excess number of employees with specific qualifications, knowledge and age, and on the other hand, lack employees with other qualifications.

When plans are designed, adopted and appropriate decisions made, the planning process continues. The result of planning must be measurable and plans must be viable. That is not simple when you bear in mind the nature of human resources and changeability of the environment and business conditions. The difficulty in planning human resources, when compared to material resources, lies in the unpredictable and differing behaviour of people who have their own individual goals and value systems. When monitoring implementation plans, the quality of used standards and parameters, as well as the reality of given assessments are also closely monitored.

Annual plans for recruitment and labour drain must be made on the basis of mid-term plans. Annual plans should cover all personnel categories and their structure in terms of qualifications, ranks, age and years in service, fields of expertise (command duties, defence policy, logistics etc).

Recruitment and selection

Recruitment presents a process of gathering people who are interested in working in the system, and presents identification, attraction and provision of qualified candidates, in a number that allows selection of those most suitable for such jobs. Apart from the principle objective to attract a sufficient number of job applicants, recruitment should project a positive vision of the organization.

The recruitment process begins by viewing manning requirements and making a decision on filling vacancies. There must be more candidates than the number needed to fill a vacancy in order to obtain candidates who fully satisfy job requirements and organization's needs. Selection itself is not sufficient. It is also necessary to motivate selected candidates to accept the job offer.

In abandoning the concept of large structures and reducing the number of management levels, the employees are faced with meeting new requirements. They are requested to have new skills and knowledge such as [1]:

- operational skills, a more flexible attitude and faster adjustment to new requirements;
- ability for team work, and also individual, without monitoring,
- communication skills,
- accepting more responsibility and ability for problem solving,
- ability to manage resources aimed at reducing costs and being more efficient

Criteria used in recruiting and selection should recognize candidates that possess general potential for development, innovative and creative abilities, while placing their current knowledge and skills on the second place. Thus, more meaning is given to proper capabilities of candidate than the existing knowledge and skills, because it implies that necessary qualifications can be attained with proper development.

After the recruitment process is completed, it is necessary to evaluate effects and results. In addition to direct recruitment costs, there are also costs incurred by making bad and wrongful decisions that are potentially much higher and more difficult to measure. Recruitment and selection costs may be high if costs included are related to additional training of staff providing necessary knowledge and skills, and costs incurred by selecting a person who is unable to contribute to the realization of organizational tasks (redundancy costs...).

Effects of selection and recruitment process are limited unless they are harmonized with HR planning, job analysis, recruitment, training and other HR management-related areas.

HR development

Employee development is often seen as expenditure, not as investment. The reason is, among other, the fact that it is difficult to recognize the link between HR development and organization's performance. In addition, the profitability of investing in development cannot be viewed short-term.

In order to define the level of necessity of investing into development of own personnel and identify individuals capable of development, the present situation, planned needs and status of resources outside the organization must be analysed in detail. In addition, assumptions that need to be developed further, as

well as the methodology and scope, must also be re-examined. Thus, it is very important to predict the availability of employees with necessary skills, because training may last for months or even years [3].

Work in defence system is demanding and employees are expected to put in a lot of effort and self-sacrifice. Even though salaries, through the remuneration system (material and non-material income) are often insufficient compensation for work, it is necessary to create (and promote) a system that will enable employees to develop, improve and attain qualifications and skills, which are difficult to attain outside the system and which will be of use if they leave the system.

Other forms of remuneration, such as promotion or career advancement, also reflect the development strategy. Career movement reflects possibilities for advanced training and promotion in the organization, and present multifunctional and creative development. Those development paths must be clear. Development, advancement and promotion policy should be public and transparent and employees should be encouraged to avail themselves of the opportunity for constant professional development.

Modern defence systems have less managerial levels, they are more flexible and mobile so employees are often forced to change jobs and gain knowledge and skills that they can offer outside the system.

Fast technological development and changes in the security environment (emergence of new security challenges, risks and threats) require employees to play a more active role in creating their own careers and engagement in constant learning while the defence system must be able to quickly respond to such changes and efficiently organize necessary courses and other forms of training where employees are to refresh existing and gain new knowledge and skills (learning organization)[1].

Career is viewed as an individual's need and the individual himself is responsible for its management. The individual should identify objectives, adopt a strategy to support it and develop a plan for its achievement. Awareness of the need to personally manage your career is still not sufficiently raised among employees. Thus, it is necessary to prepare and encourage them to actively participate in creating their own career.

Motivation and remuneration

Remuneration system should establish a link between work and profit; encourage good workers and good and quality work. It comprises direct (salaries, incentives...) and indirect compensation (medical, pension and

disability insurance, scholarships, vacations, days off...). Remuneration may be non-material such as acknowledgements, commendations, letters of gratitude etc. Feedback on achieved results and work performance is one of the most useful information that employees can get and is very important for motivation of employees.

Basic remuneration system is certainly the salary system. It should be affirmative and provide sufficient compensation for increased efforts and greater responsibility, but should be harmonized with realistic opportunities.

Employee protection/care

In order to successfully realize organizational tasks, it is very important to find the right measure in protecting employees and their rights and also to protect the organization from bad effects of undisciplined workers.

The defence system, in the field of employee protection, is characterised by particularities such as reduced trade union rights without right to strike and inability to actively participate in political life, protection of rights of those injured and families of those killed, associations of ex-combatants from previous wars, pensioners and Generals' Club, disciplinary and criminal accountability...

Conclusion

The defence system is one of the most important systems in the State, one with the largest number of employees and one of the largest in terms of financial expenditures. Hence, it is extremely important to properly define and put into effect a HR management policy. Human resources are the greatest capital which must, guided by scientific principles, be managed with the greatest attention and concern. Planned and permanent investments must be made into those resources because once a mistake is made it is difficult to correct it.

References

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