

DIFFICULTIES IN ESTABLISHING SYNTHETIC INDICATORS TO ASSESS THE IMPACT OF DEFENSE RESOURCE INTEGRATED MANAGEMENT ON THE INTERNATIONAL MISSIONS

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Abstract:

This paper presents the difficulties which appear when establishing the synthetic indicators to assess the impact of integrated management of defense resources upon international missions. To this end the author assumes that the process is of object-subject nature and takes place in the complex context of a dynamic environment which generates unknowns, challenges and risks. The dual analysis, without being exhaustive, provides a methodological perspective necessary for understanding and solving the issues of synthetic indicators.

Theoretical issues

Any theoretical concept is build from general to particular emphasizing the *genus proximus* and the *specific differences*. In this respect, *indicator* as a concept, first of all is coming from the common language, mainly understood as “*an numerical expression quantitatively characterizing a socio-economic phenomenon, from the perspective of composition, structure, timing change, reciprocal relationships with other phenomena*”, or it is “*a published/*

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typed/printed text used as guidance in a field or area of activity” or it is a “a published/type/printed paper/work providing information related to an area of activity.” These definitions are from Romanian Explicative Dictionary, the on-line version, which offers the most general definition of this word.

The same source of information defines the word *synthetic* in its feature as an adjective, meaning: concise, brief, summarily, related to synthesis, obtained through synthesis; and the synthesis is: a knowledge method consisting of recomposing a whole from its component parts; reunion; work; opera approaching the main data of an issue, scientific matter etc; (mil.) a reporting document on the situation to inform the higher echelon at the end of a combat day or action. 2. operation, method to obtain a chemical substance from its components or from basic elements

Concluding, in the context of the topic of this material, the synthetic indicators could be understood as a group of statistical values (as level of employment) that taken together give an assessment on the impact of defense resources integrated management (DRIM) on the performance of international missions in which the Romanian military troops are involved. Being of quantitative dimensions but defined in qualitative words, the use of synthetic indicators provides the needed support to evaluate the issue mentioned above.

Therefore, the main difficulty the issue of management of resources impacted the international missions is facing is represented by the matter of identifying and defying the indicators in order to work for the benefit of assessing the managerial process.

General sources of difficulties

Obviously, there are many sources generating difficulties in elaborating and accepting the indicators. Some examples could be mentioned bellow:

- complexity of the approached subject: the impact of DRIM on the international missions;
- environmental features of military operations;

- limited characteristics of human beings as researchers and scholars,
- reduced opportunities for studying and understanding the impact of managerial process due to some security reasons in order to protect the people participating in missions, military documents and operations and others;
- relativism of any apparatus for assessing the reality regardless the topic of study; in our case the instruments able to evaluate a managerial process are human-made constructions which, for sure are imperfect or even worse could be created in an inappropriate manner.

Regarding the complexity of the studied topic a welcome example, (according to the source, www.map.ro – the official website belonging to Romanian Ministry of Defense) is represented bellow.

Table 1. Romanian troops in the theatres of operations

Romanian military troops participating in international missions

| THEATRES OF OPERATIONS | MISSIONS UNDER: | | | | TOTAL STRENGTH |
|------------------------|---|--|--|---|----------------|
| | NATO | UE | ONU | COALITION MISSIONS | |
| BOSNIA-HERTEGOVINA | <u>1</u> | <u>EUFOR: 57</u> www.euforbih | | | 58 |
| KOSOVO | <u>KFOR: 149</u> www.nato.int/kfor | | | | 149 |
| AFGHANISTAN | <u>ISAF: 721</u> www.nato.int | | | <u>ENDURING FREEDOM: 57</u> | 778 |
| IRAQ | <u>NTMI: 2</u> (training NATO mission for training Iraqi officers) www.afsouth.nat | | | <u>IRAQI FREEDOM: 496</u> www.mnf-iraq.com | 498 |
| OTHERS | <u>ACTIVE ENDEAVOUR</u> "King Ferdinand" frigate - 203 | <u>EUMM</u> <u>7</u> | <u>MILITARY OBSERVERS AND MONITORS:</u> <u>57</u> | <u>LIASON OFFICERS:</u> <u>12</u> | 279 |
| TOTAL | 1076 | 64 | 57 | 565 | 1762 |

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These examples induce the idea that the establishment of synthetic indicators to assess the impact of DRIM on international missions in which the Romanian soldiers carry out different types of operations and missions express a relationship of object – subject type. The researcher is the subject; he or she could be characterized as an imperfect thinker, analyzer or decision maker, because as a human being has reduced rational and knowledge possibilities.

In addition, the researched field, the impact of this variety of management is the object of study, characterized by the complexity of a managerial process conducted in a specific managerial structure as project organizational structure. Generally, DRIM is a process having the phases of planning, organizing, leading and controlling.

Managerial and operational sources of difficulties in setting up the synthetic indicators

Some specific features raise deeper analysis:

- *planning* is performed taking into account the external and internal environment for Romanian military units and personnel participating in international missions:
 - in order to reach the objectives and accomplish the mission, permanently both aspects must be considered: the external environment influence negatively the possibility of well-establishing the indicators due to terrain, weather, inhabitants legal framework, socio-economic and political conditions of the theaters of operations because they are different from a country to a country; and internal: the strengths and weakness of Romanian forces sent abroad, their combat readiness and effectiveness, equipment and hardware.
 - the resources necessary for accomplishing the mission would be accordingly; considering that human, material, information and financial resources and moreover the time must be integrated for each

type of participation, the details of planning them in accordance with the demands of activities could give birth to other difficulties in the process of defining adequately and relevantly the synthetic indicators able to comprise as a whole.

- *organizing* refers to the activities of assigning people in specific positions and giving them some specific tasks:
 - the type of organizational structure, even is project management-oriented and is considered the most appropriate for missions under the umbrella of international organizations such as EU, NATO, ONU do not have the same traits and the indicators should take into account specific aspects of these organizations and are likely to be modified for each case.
 - Similar to organizational structure matter, the tasks assign to military personnel participating in international missions are diverse, fluctuating from combat operations to stability and reconstruction operations according to the mission; therefore, again, the synthetic indicators are likely to be large in order to cover the entire spectrum of operation and to offer a comprehensive overview on the impact of DRIM.
- *leading*, as a managerial function involves the relationships between the leader and the subordinates under the circumstances of combat or stabilization operations:
 - the appropriate leadership style according to the operational environment, socio-economic and political and legal framework is recommended; it is supposed that only experimented military personnel, trained for international missions are sent abroad; even though, the previous factors, stress, work in an international frame, asking for cooperation, trust and mutual understanding, and weather

and terrain conditions could affect the morale, cohesion, and reliability of troops, and as a result the level of performance;

- indicators suitable for assessing the impact of DRIM on the conduct of international operations should be projected under these circumstances with the obligation of integrating all these factors in a quantitative manner.
- *controlling* is closing the managerial circle permanently by comparing the level of ambition with the level of performance or achievement:
- methodologically, controlling is the final stage of managerial circle, but it is conducted constantly and permanently in order to evaluate the level of operational and managerial achievement;
 - defining the measurable objectives in a SMART (specific, measurable, achievable, realistic, timeline) perspective is helpful for high performing the managerial process.

This matrix of analysis based on the managerial functions generally accepted for classical organization and even project management-oriented organizations is coming to underline both difficulties and opportunities of defining the synthetic indicators.

Human sources of difficulties in setting up the synthetic indicators

In addition to managerial and operational perspectives, the characteristics of researcher (in the end he is a human being with limits, vulnerabilities and performances), as the subject of knowledge could be perceived from a decision making process approach. He is not a perfect decision maker able to establish the perfect indicators, because some limits are evident as the bellow table shows [1]

¹ Gary Johns - *Comportament Organizațional*, Ed. Economică 1998, pg. 370

Table 2 The relationship between the perfect rationality and the bounded rationally within decision-making circle

| Stage | Perfect rationality | Bounded rationality |
|-------------------------|---|--|
| Problem identification | Easy and correct perception of hiatuses comprising the problem | Perceptual defense, direct jump to conclusion, attention focused on symptoms not on problems |
| Information collecting | Free, rapid, in an adequate quantity | Slow, expensive, based on imperfect memory, obtain too much or too less information |
| Solution developing | Can develop all possible solutions | No all solution are known |
| Solution evaluation | The finale result of each solution is known, as well as its probability; the only one criteria is the economic gain | The results or probabilities of their occurrence are likely to not be known, the criteria include even political factors |
| Solution option | Maximizing | Satisfying |
| Solution implementation | Taken into account at the stage of alternatives evaluation | Could be difficult due to even others are considered |
| Solution assessment | Objective, according to previous steps | Could involve justification, escalation of course of action wrong post-factum vision |

In the decision process of setting up relevant synthetic indicators is obvious the fact that the subject is facing numerous problems either individually or in the case of group decision making².

There are some limits reducing the high expectation of well establishing the impact indicators presented in Table no. 3 [³].

| Table 3 Psychological and social limits of human decision makers | |
|--|--|
| Decision makers: | |
| <ul style="list-style-type: none"> • have the tendency to be too much reliable in the result of their decisions; • have the tendency to search for information confirming their own definitions and solutions; • have the tendency to recall and incorporate recent and fresh events in their decisions; • fail to encompass available data in their decisions related to the probability of future events; • ignore the dimension of sample while evaluating the date samples; • overestimate the superiority of complex networks providing data to them; • do not adjust enough the initial estimations serving anchors, while they obtain more and | |

² Simon, Herbert - *The Science of Artificial*, MIT Press, 1969

³ Gary Johns – *Op. cit.*, pg. 370

more information;

- have difficulties ignoring the non-economical costs while make decisions following immediately;
- overestimate their abilities and competencies to forecast the events, after their occurrence taking over them the successes and denying their responsibilities for failures.

Conclusions

The difficulties facing in the process of establishing synthetic indicators to assess the impact of DRIM on the participation of Romanian forces in international mission are generated by two types of factors: independent or objective and subjective factors.

The first category is coming from the specific of external environment of military organizational structures deployed in theaters of operations such as: type of mission, environmental characteristics: weather, terrain, local population, their culture, customs, values and habits, security, socio-economic and political issues and others.

In addition, even though they are not totally objective or better to be underline as determined by the decisions made under the circumstances of operational and managerial specifications, the organizational traits must be considered as generating difficulties in defining adequately the relevant synthetic indicators.

In the binomial relation object – subject of study, the inner factors coming from both individual and group decision making process should be taken into account in order to present the entire picture of difficulties in establishing the synthetic indicators for evaluating the performance of defense resources integrated managerial process in the context of international missions in which Romanian troops are part.

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