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ARMY REFORM – PRESENT AND PERSPECTIVES

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Abstract: Romania must meet, by redimensioning the army, the requirements of the integration process in NATO and EU at the terms employed to the Alliance, according to the objectives assumed by the *Defense Planning Directive 06/2006-2011 (DPA-06)* for the application of the *NATO Ministerial Stipulations*, through the fulfillment of the obligations undertaken for the execution of the *Force Goals (FGs)* and for the *NATO Response Force (NRF)*, in the context of the *Prague Commitment Capabilities (PCC)*.

Key words: objective, dimension, quality, balance.

1.Introduction

“The most valuable of all capital is that invested in human beings”– Alfred MARSHALL, „Principles of economics”.

For an organization the most difficult problem in the transition phase, considering the fast evolution of current societies is the success of transformation, change. The traditional, legislative, political, educational, but especially social and economic environments define the process of structural adjustment, the main engine of the policy for the transformation, change of the organization. Such a transitional stage can be successfully transited only under the conditions of effective Human Resources management which ensures a priority for the managerial procedures and methods to the technical and technological means.

The special importance of Human Resources management has been highlighted since the 19th century by L. Lloyd Byars and Leslie W. Rue, by underlining the investments in human resources represented by important amounts allocated to the employment, payment, loyalty and personnel training development¹. The human resource has and will respond permanently active, to the current and future challenges and requirements, due to the characteristics specific to the capacity for growth and development and the limitless practical potential. The unique representative particularity for the human resources has been defined by Wright, McMahan, and McWilliams as being the value, rarity, difficulty of imitation and hardship of replacement. They considered that the main sources to ensure competitiveness are those resources of the organization which fulfill the necessary criteria².

¹ Byars, L.L., Rue, L.W., ”Human Resource Management”, Edition Homewood Irwin, 1987.

² Aurel, Manolescu, ”Managementul Resurselor Umane” (Human resources management), Editura Rai (Rai publisher), Bucureşti, 1998.

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2. The Army Reform

The reform and restructuring process is presented in all types of publications around the world, which offer large spaces to many articles, studies, documentaries, interviews etc. on this subject.

The political and military leadership of the U.S.A. and N.A.T.O. member states, as well as the Russian Federation, decided in the past years the initiation of reorganizing the armed forces in the respective countries. They initiated an ample process of revision of the capabilities centered on the new military operations arisen, process pronounced in the new military doctrines established by the political will of each country or organization. Stahel also mentions, „This reorganization must be welcomed because the armed forces are subject also to the changes and transformations which take place in the strategic, economic, and social fields.”³

For more than a decade, after 1990, the army reform and restructuring has been a hot subject especially in the context of fulfilling a strategic objective, that of the integration in the Euro-Atlantic structures. Basically, the integration, which was possible especially due to the political will at the time, required the performance of interoperability with the new structure in which we found ourselves. The fundamental and irreversible direction given by the priority of interoperability characterized the entire reform process and restructure of our army and in the future will also constitute a permanent requirement, because the evolution of the social-economic factors will require it so.

The convulsions of the army reform and restructure were due to a lack of vision and especially to a punctual and immediate course of action for obtaining minor objectives clearly not integrated in a unique plan.

Along with the accumulation of the minimal experience, both theoretical and practical, the first objective analysis had also appeared, starting with 1997-1998: “Although actually initiated in 1993, based on a design that targeted the alignment of the military system with the N.A.T.O. standards, the reform and the National Defense field did not benefit from a clear, comprehensive strategy, undertaken politically at the highest level, regarding the security of Romania and the role of the army in achieving these objectives. Without a clear perspective on the modern structure of the Romanian Army, an algorithm for achieving it, but especially without the necessary resources to accomplish the background measures, the military reform has not surpassed, by December 1996, the stage of local measures inspired by the organization of armed forces from various western states.”⁴

Moreover, our Army reform entered a new stage defined by the Governing Program. Through the implemented concept, adjustment was pursued, as well as the change of structures for increasing the quality of the leadership act and the army’s response capacity to the new assignments in the geopolitical and strategic context, after overcoming the division of the European continent⁵.

A clearer staging of the restructuring process was presented by the General Chief of Staff at the celebration of 140 years from the foundation of the General Staff.

The first stage, from 1990 to 1993, included, as major changes, removing the political influence of the former Communist Party on the army, and removing the

³ [3] A., Stahel, “Politica de securitate 2000 și Armata XXI: încotro?” (the security policy 2000 and Army XXI: where to?), in “ASMZ”, Switzerland, year 165, no.3, March 1999, p.16-17.

⁴ *** “Panoramic Militar, Revista de informare și relații publice”, (Military panoramic, Information and public relations magazine) no. 1/1998, p.3.

⁵ Ibidem, p.5.

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structures generated by the membership to the Warsaw Treaty, concomitantly with the foundation and initiation of the new legislation in the Defense field.

Between 1994 and 1996, the second stage had as main objectives: the acceleration of the structural reform at the level of strategic leadership; the organization of the Army of arms congregated in army corps, brigades and battalions; initiation of the process of objective achievement for interoperability with the armies of the N.A.T.O. member states; the reform of the military education system; completion of the organization of the units for peace keeping missions.

Initiated in 1997, in the context of major changes in the Romanian society after the elections of November 1996, the third stage implies, above all, the surcease of the military decline and restoring its confidence in its destiny, in its capacity to guarantee the military security of Romania, by national effort, as well as through the integration in the European and Euro-Atlantic structures.

The last stage, 2001-2004, is associated with the performance of the first phase of the FARO-2005/2010 Program⁶.

This stage, initiated in 2000, has the following objectives: providing the credible defense capacity and achievement of the undertaken interoperability level; putting into operation the new elements resulted from the continuation of the restructuring process.

The 2004-2007 period had as objectives the completion of putting into operation the entire force structure. Modernization of its endowment considering that there were few financial resources.

Within these stages of the Army, restructuring the impact on human resources was considerable. Therefore, the work force was gradually reduced, from 320 000 to 247 000 in 1997, nearly 180 000 at the end of 1999 and approximately 105000 military and 36 000 civil employees at the end of September 2001.

In the field of the human resources development policy, a priority for 2002 was to outline the strategies for the development of the professional human resource according to the work force in FORȚA-PROIECT, and to redesign the flows of professional military personnel according to its options. Therefore, at the end of 2003, the structure of the military personnel was the following: 18 000 officers, 40 200 warrant officers and non-commissioned officers, 22 300 contract technicians and 31 500 technicians.

The real reduction ensured by the performance of the stages presented in the reform of the military body from 230 000 to 110 000 people with reaching in 2008 of the threshold of 90 000 people (75 000 servicemen and 15 000 civilians) created the dimension of manpower, which ensures the quantitative maintenance of the military structures envisioned through the force project of the Romanian Army and the commitments undertaken within the North-Atlantic Alliance.

For the fulfillment of „Force Goals” requirements of terms undertaken to the Alliance, as well as the requirements of the process of integration into NATO and EU, the Romanian Army’s process of transformation continued and will continue between 2005-2015 in three distinct stages:

1. The stage for the completion of the basic restructuring, finished at the end of 2008; in this stage were achieved the short term objectives of the transformation process;

⁶ “FARO-2005/2010: The Step Forward of the Romanian Armed Forces”, The Military Technology, 1999, Issue 10.

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2. The stage of full integration in NATO and E.U., envisioned the 2012 perspective, when the medium term goals were achieved for the transformation process and the structures nominated in the „Force package" were put into operation;

3. The stage for the consolidation and harmonization within NATO and E.U. concerns the period 2013-2015, when the long-term goals of the transformation process will be achieved⁷.

The threshold of 90.000 people will allow the force categories and the other structures to enter a future stage, after 2010-2012, in a new process of revision and adaptation to the future security risks and threats, as well as the specific of the technological advancements, which are envisaged to be performed after this period⁸.

3. Conclusion

The limit of work force number must ensure a balance between the forces assigned for NATO and the generation and regeneration forces considering the goals, purposes, missions, and resources.

The dimension of the human resources, assigned to the force structures of own army under NATO command, for NATO, in development for NATO, for generation and regeneration (non-commutable forces, with the purpose to replenish with personnel the forces assigned for NATO), must be characterized by quality and not by quantity without going under the minimum of forces necessary for national and collective defense according to the provisions of „FORCE GOAL 2007”.

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- [6]***„Managementul integrat al resurselor de apărare.Necesitate, actualitate,perspective”, Editura Universității Naționale de Apărării „Carol I”, București, 2007,p. 67-69.

⁷ [6]***„Managementul integrat al resurselor de apărare.Necesitate, actualitate,perspective” (The integrated management of the defense resources. Necessity, actuality, perspectives) Editura Universității Naționale de Apărării (publishing house of the National Defense University),„Carol I”, Bucharest, 2007,p.

⁸ Ibidem, p. 68-69.