

## HUMAN FACTOR-CORE COMPONENT OF THE RESOURCES MANAGEMENT WITHIN THE SPECIAL FORCES UNITS

Cătălin Răzvan PARASCHIV\*

***Abstract.** The special feature of human resources is primarily given by the fact that the individual is a resource who produces, creates and opens the doors to continuous transformation of society into a new society based on knowledge and product innovation.*

*At national also international level, the human resource development process is influenced by institutional initiatives in the training field. Staff development approaches within the organization changes proportionally with modernization, traditional policies and management values.*

*Special training conducted in special organizations derives from the need to comply with the internationally recommended standards. With some unique features, special staff training from Special Forces, usually, is done gradually, in stages, depending on skills, abilities and capabilities of staff. Also, national interests, originated from the EU and NATO membership, make the concept of specialized training to be aligned to the international standards for this field.*

*Taking into account the complexity of missions, in the training process shall be strictly kept an eye on the health, physical training, personality traits, skills and attitude, interests, aspirations and group affiliation as well as integration to the working group.*

*In same context, the role and place of specialized human factors, as active human resources, are caused by the process in which they are integrated within the system of Special Forces, and determines in turn, the impact on initial designed skills and performance. Thus, personnel are training assessment methods are developed in harmony with missions and specific tasks responsibilities.*

*To ensure optimal understanding of Special Forces' role in the action frame of all other structures involved in law enforcement or, where appropriate, law implementation, there are also shown the type of operations they perform.*

*Motivation is based on the fact that the efficiency of Special Forces is also proportional connected to the level of specialized training as well as to the typology of performed tasks, usually special actions and / or anti-terrorist tasks.*

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\* e-mail: cataparas@yahoo.com

*Starting from these premises, in the context that development of human resources management becomes an important objective in operation special forces improving. The strategic dimensions of recruitment, selection, training, evaluation and promotion, as components of sustainable management, should be examined.*

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## 1. Introduction

The goal of the present work, structured on four sections, is to raise the awareness on the importance of the continuous development of the human resources management system, as well as on the existence of the reader, and the specialists also, and the need to adapt the specific management to the operational standards and criteria.

At national and international standards, human resources development process is influenced by institutional initiatives in training field. Approaching of human resources development inside of organization proportionally varies with technological level, traditional policies and management values too<sup>1</sup>. The training performed by special organizations comes from the proper necessities in an international recommended level. With some specific features, staff training of special forces, usually, is gradually done, step by step, according to skills, abilities and personal's capabilities.

As well, national interest derive from European and Euro-Atlantic structures, require the same level of specialized training as similar international institutes.

Concerning complexity of the tasks, during training process, it will follow up strictly either health, physical training, characteristics, skills, attitudes and abilities and personal's capabilities, motivation or work team and fitting of job description.

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<sup>1</sup> Caramete Cristina, *Human resources training and improvement of public administration*, Public Administration and Management Review, No. 1, 2003, Bucharest, page 2;

Based on innovative factors, modern, the main purpose of management is to ensure practical appliance proper to necessity of evolution process.

Considering the existence of conflicts generating negative consequences sometimes with victims, should provided continuous development in terms of action logistic material and human for special forces units. One the other hand, the role and place of specialized human factors, as active elements of human resources are influenced by integration program, respectively task force team, and determine as well, effects over projected competences and performances.

Thus, assessment methodology of personnel training designated for special missions is issued accordance with specific action tasks and responsibilities.

Assuring an optimal level for understanding special forces role, the action spectrum of structures involved in application of law enforcement, are also presented the kind of operations which are performed. The motivation is based on performance and efficiency of task forces are proportional both specialized professional training level and accomplished missions typology, usually special actions and /or counterterrorist intervention.

Starting from these premises, enlisting activities, selection, training, evaluation and promoting, as main parts of a proper management, are verified strategic size, in developing of human resources context becomes an important goal in order to ensure special structure`s efficiency.

The feature of training is also provided by the instructor`s ways who have qualifications and action experience more superior then trainees. On this line, the training would be done all the time based on developing and permanent improving.

No doubt, the specific training for task forces is different from classical type of civilian education, keeping just fundamentals of regular training management.

The differences between the classical forms of training are due to the fact that special forces have always benefited of a qualitative value against conventional quick reaction military or police forces.

The existence of special forces with international notoriety, as well as the background and their performances are proven in hot spots with high risk or conflict areas, build up certitude regarding their own purpose, and on the other hand, the differences which exceed those conventional units capabilities and program of instructions.

In order to get the follow up performance stage specialized readiness of personnel who perform special missions, will be done with an integrated system and will be divided into four stages, as so: fighter/operator – special group – brigade – combined joint task force.

The structure as this paper started at the first part with some general consideration regarding human resource management of the special forces; in the second part will be presented the principle of the human resource management of the special forces; in the third part short aspects regarding the special forces from Romania; in the four part will be presented some specific aspects of training and evaluation process; in the fifth part will be present the integrate concept of the managing the human resource management and finally, some conclusions.

## **2. General aspects of human resource management of the Special Forces**

Doubtless, the human resource, otherwise called assaulter or operational in Special Forces' language, is the main support of the special missions and action.

Management system, regarding human resources, from Special Forces is dual, based on a report regarding staff motivation and final result evaluated in chain of command by the human resources personnel who is in charge with keeping records. To a certain point, this type of management is different by ordinary management applied in public or private institutions or organizations because this management has a volunteer type of adherence to the "Special Forces" project.

Managerial human resources process designated for personnel, who perform special missions, take into account by operator's personality and his motivations, which recommend him to be a part of a system, which is, at least in theory seems not being exclusivist, but rather elitist.

Moreover, hierarchy of needs analysis of the operators from the Special Forces, analyse which stated from Abraham Maslow's Pyramid, is in connection with true personality of the special operators, making an easier public perception regarding them. If in the basic physiological needs, security and protection of belonging to the group or individuation, esteem and recognition of the Special Forces operator not differ from

public / private employee, the major difference will be in constant need of self-realization<sup>2</sup>.

In terms of Maslow's theory, applied to the scale represented by the staff of the Special Forces, we can identify specific features, namely:

- Physiological needs are found in SALARY (which in this sense, is a motivating);
- The need for SECURITY is the JOB SECURITY;
- Special needs, are found in the operator's membership of TEAM INTEGRATION (GROUP TACTIC);
- The need for esteem and respect – is a correspondent of reward WISH ACCORDINGLY (wages, merit, medals, diplomas etc...).

As regards the concept of satisfaction in human resource management running businesses and special missions will be effective on specific criteria and will be based on performance needs, the availability of operators, the standards of competence and the physical and cognitive requirements.

A group means two or more interactive people with a regular basis to achieve a common goal. A group work should be seen as the basic unit of organizational structures, a micro-society that is born, grows and disappears. Perhaps the most important role is assumed that groups introduce to work of humanity, warmth and opportunity for expression<sup>3</sup>.

To form a working group is not sufficient to bring into one place a certain number of people, because in the absence of interactions, assuming the roles or establishing common goal, there can be a group itself.

An important aspect (of positioning human resources management as flexible and efficient) is by not trying individualization of human resource management process in organizations, but its analysis in a single, compact or grouped, almost addicted of how the operational aspect of missions is joined with great sensitivity and very high risk. In this respect, underlines the importance of efficient human resource management and permanent are the main functions of its components which actively influence the dynamics of security resources.

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<sup>2</sup> Achim Mihu, *American Sociology of small groups: some theoretical considerations*, Publishing House, Bucharest, 1970;

<sup>3</sup> Irina Radu, *Management of group*, Economic Review, Management Series, Bucharest, year X, no. 2, 2007;

Obviously, special units and organizations that form semi-military or military, cannot escape these realities. They are strongly impregnated with specific elements of cultural diversity. Moreover, specific NATO / OSCE / UN military structures or other recognized international organizations, have, of course, issues of multiculturalism manifest at all levels.

Military organization / semi-military, although they are not among the direct productive work environments, they are different from the organizational culture, type of organization and operation, task, is still a “humane organization”, the human factor has significant.

Studying behaviour in the organizational compact (military / semi-military) is particularly relevant as the institution members are not strangers to this type of conduct, but more than that, civics is a value of required behaviour and even encouraged through various forms and rules.

In the specific literature, the military organization was described as a bureaucratic<sup>4</sup> organization type. Military organization is characterized by a strong social control that maintains the behaviour of members within institutionalized normative patterns. For the purposes of the statement mean that the military organization is characterized by the control unit by strict centralization, the only way to ensure unity of action.

Special intervention unit, as a compact organization, militarized or semi-militarized, mark on the individual in the system, generating and his time, a new type of behaviour, different from the psycho individual or psychosocial (manifested outside).

Compared to other types of organizations, the military / semi-military people develop different organizational behaviour. Operator / warrior / soldier, career or professional, it is cultivated and developed, later becoming his characteristic civic following features: altruistic behaviour towards other people, loyalty, devotion and support the institution in which they operate and, last but not place, diligently at work.

### **3. Action principles of human resources in organizations with special character**

In terms of management efficiency special forces, whether they are under semi-militarized or militarized guardianship is particularly useful

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<sup>4</sup> Bureaucratic organization of the military organization principles were stipulated by the sociologist Max Weber in "Wirtschaft und Gesellschaft" (1992)

and effective civil society and to the extent that it implements a set of actionable principles<sup>5</sup>, as follow:

- The principle of legality. Forces proceed in the spirit and rule of law, and citizens – in the exercise of constitutional rights and freedoms – not only subject to limitations as are determined by law and the natural requirements of morality.
- The principle of territorial and mobility forces. Forces are organized at central and territorial structures and expertise layout and organization and development of administrative-territorial crime.
- Principle of prevent acts of disturbing public order and governing institutions reflect the ability of forces to take the necessary measures for avoiding any acts or deeds that disturbing public order, to avoid worsening and their degeneration into violent or seriously affecting public order.
- Principle operability and interoperability reflects the ability and willingness to execute the action forces within the national boundaries, to work with forces from other states and to perform specific tasks of maintaining peace and eliminating the consequences of disasters, the composition of international organizations within other states.
- Principle of equal treatment requires forces to behave fairly, impartially and without discrimination, irrespective of race, sex, religion, nationality, political affiliation, wealth or social origin, to all citizens.
- Principle to avoid surprise – require the makers of law and order and public safety to alert and summon the use of endowment funds, especially firearms, and, where appropriate, providing time for the cessation of acts and / or leaving by those involved.
- Principle of sufficiency, gradualism and proportionality involves the use of force proportionate to the type and degree of disturbance of public order, only to the extent strictly necessary and for a limited period sufficient to achieve the desired goal. Procedures and means of action involving coercive measures will gradually be used only if absolutely necessary.
- Principle of inviolability of the person determines that any person is entitled to the respect of life, physical and moral integrity and

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<sup>5</sup> Government Decision 196 of 17 March 2005 regarding the approval of Ministry of Interior to achieve public order and security, to increase citizen safety and prevent street crime.

personality attributes inseparable. This principle forbids torture or ill-treatment and the person entitled to a fair and public hearing and properly, before a competent, independent and impartial law.

- Principle of specialized intervention and cooperation. Use main and supporting forces, complementary and exceptional in maintaining and restoring public order is made against the legal duties, training and equipping forces in individual categories.
- Principle of unit leadership – structural-relational optimization, harmonization and synchronization of actions to achieve goals with minimum effort and superior results.

#### **4. Short explanations of human resources dedicated to the tasks and activities with special character in Romania**

In Romania, the personnel engaged in special missions, take part, as a structure in which work, Defence, Public Order and National Security System. In terms of preparation and training of human resources activities / special missions, which is achieved by specially constituted institutions at the level of central government (military institutions/non-military education, special units) in courses under the program and international cooperation, or through specific training of special personnel;

Management of human resource in the military structures aimed at:

– Attracting and using human resources and competent personnel occupying;

- Management of staff;
- Reviewing requirements for each specialization;
- Recruitment of staff;
- Evaluation of job requirements;
- Evaluation of the promotion of staff;
- Ensuring a fair and equitable remuneration;
- Training in order to ensure a trained and efficient.

As activities related to these areas can be considered:

- Creating conditions for training;
- Training plans;
- Evaluation of results;
- Development of organized structures that stretch and attract competent staff;
- Ensuring all staff entitlements.

- Concern at improving working conditions, labour hygiene;
- Increasing the motivation for work.

Human resource management, in a military system requires officers / NCOs positions report of 1/3. This report is considered to be extremely effective modern experience of many Western countries.

The need to promote this report derives primarily from the need to put in the military hierarchy in the execution, where human relations are predominant – technical and man – man – professionalized staff, physically fit to withstand the loads that complex tasks assigned.

This report generates a pyramidal shape functions and structures on military ranks (professional degrees) staff, which provides:

- Training of professional operators;
- Developing staff motivation to rise in their careers;
- Ensures continuous employment functions of group leaders trained people at low cost;
- Reduce personnel costs;
- Reduces pressure on the top of the hierarchy of military functions (professional);

To ensure quality human resource training system specific system structures of national defence, public order and national security is built on the principles and standards enshrined in common law.

## **5. The training and evaluation systems of the Special Forces – as the main instrument for the management of the human resources process**

In order to create specialists within Special Forces, the educational and evaluation process is of great importance. Consequently, special programs through which human resources are constantly and periodically evaluated are developed and adapted to the very exigent needs those special structures managers implement at the subordinated Special Forces level.

The specifics of their training, special human resources internalize their internal rules and regulations and demonstrate initiative to perform job duties. Thus, their behaviour is the product of structural-functional modelling of their psyche by structural and functional characteristics of military organization / semi-military.

The special training for Special Forces is realised in four stages, the specialized training management will be constantly represented by

schedule and proper using the time desired for training and resources which necessary to lead and assess a basic training for individuals and teams. Thereby, the training will carry on following a performance schedule of the team.

A dominant role in training improving will be given both sectorial programme divided into specialities and teachers and instructors who will be involved in advising, mentoring, monitoring and they will follow up the students during learning process and respecting of the objectives characteristics. In training and follow up process, special attention will be paid for operator`s abilities, from special forces who are in basic stage of training (for individuals or groups).

In this direction, the main component is focused on developing operational capacities in order to continuously improve the performance.

During the training process, where techniques, procedures, tactics, operational intervention strategies in criminogenic action fields etc are presented in order to be learned, will have general nomenclature as Concept of Operations, known as CONOPS.

The management regarding selection and training will be done through specialized institutions, as follow:

- Selection and training within task forces;
- National and international learning institutes
- Professional development of the operators for special forces
- Program of instruction and advising as “Mobile Training Team” – for interoperability;
- Achieve special missions and actions.

The role of Special Forces is complex and diversified, and the international trend is to provide more importance to these types of units.

The assessment of this kind of forces, called “special” will be done according to their destination, respectively if they are used in peace time, in curfew, during or post-conflict.

Efficiency`s evaluation<sup>6</sup> will be made on specific criteria and will be based on performance needs, operators availability, standards of competencies and also, on physic and cognitive standards.

The target of the evaluation system will be consist in appreciations about performance (how they are doing the tasks) and the potential (how they should do) of the operators who were assigned to perform special

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<sup>6</sup> As a step of measuring the reactions and attitudes to training programs and training sector, the skills developed in the preparation, training and the effects and results.

tasks, understood as defining aspects of their work. In evaluation of performance process will be avoided the rigidity as well keeping the records periodically and it will be emphasized the comparative method of results with specialized training standards, during the constant process of planning, monitoring and realising of individual main objective and performance. The reason for this type of evaluations is imposed because the activity of some operators cannot be diminished at only simple charts, eventually quantified in figures, without intervention over assessment descriptors.

Concerning psychological evaluation<sup>7</sup>, international trend, promoted by Special Forces structures (as Special Air Service, GIGN Groupe d'Intervention Gendarmerie Nationale, GSG-9, POMRG-Poland's Operational Mobile Response Group, Sayeret Matkal, Delta Force etc) which recomands to take a psychological exam after physical and mental strain.

The elements from psychological evaluation, will follow operators` abilities regarding tolerance to frustration, focusing capacity, mental balance, mental stress respectively fulfilment of tasks in terms of noise and other stressors, stamina, followed by a high level of demanding exercise, and to march long distances etc.

## **6. The concept of integrated management of human resources (concept: Training-Control-Command)**

Based on the specificity of the Special Forces and the principles which rule their effectiveness, on the experience in leading and training Romanian ones, we dare to propose an integrated concept of human resources management, regarding Training-command and Control.

Special quick actions take part of all units of Special Forces strategy in the world, but really cannot place those that have a high mobility and force projection capability remarkable.

The whole process, training-control-command is the trend which ensures competence and performance of a special unit. Beyond training and evaluation methods, the intervening role of social forces, most often in critical situations, not necessarily imply immediate resolution by eliminating the negative, but rather the reduction of direct social vulnerabilities.

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<sup>7</sup> Andreescu, A., Radu, N., *Models and strategies in psychological evaluation of personnel selection for special missions* in, "Bulletin Documentary", MIRA, no. 1/2007;

To succeed in the mission, a special intervention unit, whether acting in the sphere of combating anti-social acts or in the prevention and combating terrorism, we must have a flexible command and control structure, free from bureaucratic restrictions.

Command and control quality largely depends on the decision-maker and political, his courage at such times, when the last solution is intervention force. In this context, any special intervention unit needs the support of government. Special personnel should know that is protected by law, by military and political leaders<sup>8</sup>.

Certainly, complete special actions, executed by Special Forces personnel, not belonging to them completely, but resources and coercive measures.

Special operations require rapid action as intrinsic part of their structure<sup>9</sup>. These operations are very complex, the extraction of people or forces, to the annihilation of terrorist networks or structures and bases, network nodes or vital centres of terrorism, organized crime or areas generating crises and conflicts and, therefore, as for joint operations, include the full range of actions related to this type of operation.

Quick action in special operations can be carried out both structures of these special forces and other rapid reaction force. In all cases, TRAINING COMMAND-CONTROL must be both rigorous and flexible.

Military and non-military organizations, tactical and strategic thinking was shaped mainly focused on designing direct confrontation, for which should be considered mandatory tactical decision makers to adopt attitudes, namely strategic complex which includes guidelines depending on the source insecurity and to developments in management organization (military / non-military), so that the unit – as the type of organization – can remain functional in dynamic social and economic contexts.

A control system cannot exclude the principles of organization, including, according to RL Daft`s vision, all actions which are leader system, led system and link-system (between them) and is to establish them and work tasks, grouping them by departments and resources in these departments.

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<sup>8</sup> Cristina Albu, *Psychological weapon, between limit and performance* MIRA Publishing House, Bucharest, 2008;

<sup>9</sup> Văduva Gheorghe, *Quick reaction in special operations*, the Centre for Strategic and Defence Studies, Ministry of National Defence, National Defence University, 2000, Bucharest.

Also, in view of Romanian specialists<sup>10</sup>, organizing management involves all the processes through which working set and delimiting the physical and mental processes and their components (functions, activities, duties and tasks) and their group positions, departments and assigning their staff, according to certain criteria managerial, economic, technical and social, to achieve the best possible conditions anticipated objectives.

## 7. Conclusions

Complexity of human resource management is given not only the multiplicity and diversity of activities to be implemented and harmonized, but the differences required by the allocation of resources. Of all categories of entries represented the unit system, human resource is one that summarizes and expresses best what the specificity of that kind of human management is.

Human resource management is one that provides a systematic control over a set of interrelated processes that affect and involve all members of organizations, including human resource planning processes, recruitment, selection and evaluation of employee, training and human resource development, motivating and rewarding employees. Undoubtedly, human resource management system may be different, at least formally to the system applied in the special forces on human resources. Unique concept of HRM is applied including militarized systems and / or semi-militarized, with the specification that is tailored to the specific organization's unique special structure, with its own special rules and regulations. Successful implementation of management human resources implies a performance evaluation system, an incentive system to reward employees and results.

A practical difference, as the novelty that theme it suggests is that in terms of continuing professional education, the concept is seen as a necessity, but is treated as a priority into the special forces.

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<sup>10</sup> In this sense: O. Nicolescu, Verboncu I., Nicolescu C., *Tests for training and pragmatic management consulting firms, human resource management and project management with national and international funding*, Olimp Publishing House, Bucharest, 2000;

The argument is more than justified, especially through the ongoing training requirement imposed by society, just to protect the rights and freedoms to be protected and encouraged.

In addition to complying with constitutional requirements, the laws in force or internal orders and instructions by special forces personnel is to perform daily exercise of the powers, the job description the powers and duties are clearly defined, so that it can be effective management specific tasks.

Without in-depth training means performing work of dedicated staff, missions or actions of a specific nature, this training material remembered as the basic concept and career development. Beyond the professional development, object recognition on how to assimilate knowledge resulting continuous training, will do just civil society.

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