

CONTEMPORARY TRENDS IN THE MANAGEMENT OF HUMAN RESOURCES AND OPPORTUNITIES FOR THE MILITARY SYSTEM

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This paper focuses on the importance of the human resources management in the organization, and certain ways that can improve the access to people as a resource. The premise is that there are certain fields and approaches in the human resource management that are constantly changing and, provided that they adequately adapt, can also improve the management of human resources in the military organization. Nowadays, for this particularly complex resource of any organization, there is a constant competition to have, to attract, to train and retain the most valuable personnel, meaning that even the military organization must find ways to compete with the civilian organizations to have the best people. Adequate human resources management in the military organization should provide well-trained personnel, with high core values and a well-established path in career in order to have balanced attrition rates, leading to mutual benefits.

Key words: *human resource management; recruitment; training; retention; attrition; coaching; mentoring.*

1. INTRODUCTION

In a highly connected to information world and a global market with easy access, the way the organizations will use their strategic approach to have an effective and efficient management of people, will maximize their employee performance and give them a competitive advantage that will lead to the organization strategic objectives accomplishment.

This is the main reason why the human resource management should keep evolving and adapting their operations and work, to face the new and constant changes from this field.

The last years brought waves of change to the human resource industry, such as the rise of artificial intelligence, the highly dynamic worldwide system that led to economic globalization, the greater diversity of human resource and,

most recently, a global pandemic that has redefined where and how the work can be done.

In this volatile, uncertain, complex and ambiguous world, the human resource management in the army, must become agile and well adapted to the current reality in order to maintain and increase its competitive advantage in the human resource market.

Through this paper I will analyze some of the trends that are influencing the human resource management and ways on how the military organization can adapt to them, in order to shape the future of the military organization human resource.

2. HUMAN RESOURCES MANAGEMENT INSIDE AN ORGANIZATION

2.1. Key features

The period we are living in is a very complex one, characterized by numerous and intense changes in all areas of activity. No matter what materials, how much money or the quantity of the information it uses, the main factor that influences the results of an organization and its most valuable asset is the human resources.

Because modern society is defined by constant changes in technology, the change itself has

become the rule of the market, imposing the *adapt (evolve) or die* policy even in the human resource field. Any organization can buy the resource and the know-how in order to achieve its goal but when it comes to the people, the physical and intellectual abilities of this resource is limited. Without having the right people who know *what, when* and *how* to do it, it will be almost impossible for any organization to achieve its goals.

Human resources takes, as specialists decided, the first place at the strategic level of the organization. The fulfilment of the strategic objectives or their non-fulfilment depends, in the end, on the existence of the right people at the right place and at the right time, considering that on the labor market the supply and the demand can have special implications and create special problems. Of course we must keep in mind that no matter how much we use technology and AI in our organizations, the humans will still be important by taking decisions or by programming the machines.

In the management filed the human resources could be called 'personnel', 'people at work', 'manpower', 'staff' or 'employees', and no matter the term, they will represent all the individuals involved in the activities conducted inside the organization, at all of its levels.

The way the people are treated in an organization is part of the human resource management responsibility, from the hiring process, to the understanding of the each personal responsibility, to the payment, personal development and retention, in order to achieve the organization mission and objectives. Because all organizations involve people, they must be able to provide the right employees, pay their services, develop their skills, motivate them for higher levels of development, and ensure that they continue to maintain their attachment to the organization vision, values and objectives.

Human resource management is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage, designed to maximize employee performance in service of an employer's strategic objectives. [1]

So, the human resources management will be responsible for the maximization of human resources capital through its strategies focusing on policies and systems for employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management.

Management of human resources must ensure an attraction, preservation, loyalty and development of highly qualified

people in order to provide a competitive advantage necessary for the survival and success of the organization and in order to allow the organization to achieve success.

Having in mind the *adapt or die* dictum, the human resources management will be in the first line regarding the implementation of change, that may be in terms of process, organizational structure, systems and culture among others. Living in the current days, we may say that change is inevitable for any organization, in order to achieve a new status adequate to the new environment that is constantly changing. Human resources are unique in terms of their growth and development, as well as their ability to know and overcome their own limitations, in order to face current and future challenges and transformations. They are valuable, rare, difficult to imitate and relatively irreplaceable (regarding some activities), being the only resources capable of producing and reproducing all the other resources available to an organization. In other words, people represent the active resources of the organization, because their potential, expertise and passion, their initiatives and development contribute decisively to increase the efficiency and effectiveness of organizations, all these making a hard job on the managing strategies of the human resource.

2.2. Practices impacting organizations

In many ways, it can be said that military staffs today are conducting the 21st Century warfare with the 20th Century organizations, based on decision-making processes and principles defined in the 19th century.

Identifying the future human capital requirements will lead to the right education and training approaches for the future and will translate further into education capabilities that need to be adapted/change in order to have an updated human resource policy. Knowing where we want to go could help us understand what paths need to be changed, adapted or developed, and the main actors that can help or contribute to this process.

Accordingly to the non-military approach models, an improvement in the military human resource models should aim to attract the most talented individuals, provide them with proper training, use them efficiently, and support their post-retirement integration into society.

Militaries need military human resource models that flexibly assign careers to increase productivity and efficiency, offer attractive pay scales linked to skills and responsibility, promote mental and physical health, use more flexible recruitment, and ensure proper integration of retirees

into civilian life. To be effective, these models should link promotions to performance, encourage and support professional and educational development, allow the militaries to have more control and predictability over their careers, means by which the military human capital will strengthen leading to improving overall force effectiveness, readiness, and performance levels.

Unfortunately at this point, in the Romanian Army as well, the approaches regarding the human resource transformation was done through a set of disparate change-management initiatives rather than as an HR-wide organization development effort. While some human resource policies and practices have been modified with a positive effect, these changes have not been accompanied by an extension of the armed forces' HR's strategic role, by a change in its operating model and structure, or by an important development in its workforce. As a result, the occupational culture remains deeply rooted in the past, in a time when HR was largely process focused and operationally oriented (*what I do*) rather than people and future focused (*what I deliver*). This is why the need regarding a change of the organizational culture (*values, beliefs, and behaviors*) is a constant one, in order to align the organization's strategy with the

current social environment. Because of its top-down, control-oriented management, in the Army can be found the senior leaders that usually *know best about matters of strategic importance and need unilateral control over such matters*, making the change process a little hard. This is one of the reasons why implementing some strategic changes regarding the improvement of the human resource management is hard to do and will require a general consent, before such need becomes a must because of the general situation.

When talking about attracting the right people with right skills for the right jobs, a proper *motivation* should be think in order to compete with other offers from the job market. So the question that arises is what motivates nowadays the people? According to a survey conducted by Deloitte regarding the millennials, suggests that when it comes to retention, the workplace diversity, leader transparency, and well-being is not as important as the pay or financial rewards for the work done in the organizations.

It's not that the culture and social purpose are not important for millennials at work, it means that in order to attract and keep the new generation in our organizations, an intrinsic and extrinsic reward must be taken in consideration, especially after de COVID-19 pandemic. An increased reward flexibility and choice should become more

important inside the organizations as a strategy to adapt to the new changing circumstances.

“While organizations spend untold millions each year to increase efficiency (work done in a way that optimizes resources) and effectiveness (work done in a way that optimizes outcomes), significantly less is typically spent to improve a third factor, employee engagement, which can amplify both dramatically”. [2]

As seen above, in order to have a proper *motivation* that can lead to a good *morale* and *performance*, one important leverage with a great impact still remains the reward for the work done. [3]

However we should keep in mind that after one point, the morale and performance will be affected by other factors that are connected to the social behavior; so as long as the task performed are involving mechanical skills this extrinsic motivation will work very good, for a more cognitive work things will change. For the bottom or top leaders, the intrinsic motivation will be more important from one point, and things like *autonomy* (the urge to direct our own lives), *mastery* (the desire to get better at something that matters) and *purpose* (the yearning to do what we do in the service of something larger than ourselves) will influence the retention of these talents and the results of the organization. [4]

3. MILITARY ORGANIZATIONS AND THEIR SALIENT FEATURES IN THE FIELD OF HUMAN RESOURCE

The main goal of military human resource management is to support the organization to reach its goals, in a close relation with the organizational strategy, with people behavior and characteristics.

The term “human resource management” (HRM) has been accepted by the Military leadership and over time has been integrated into policy and doctrine formerly used to describe the functions of “personnel management” and “personnel administration”. Military human resource management is the major component of the overall human resource operations, evolving over time from a supporting role to that of a strategic enabler for the Military. Today’s challenges require informed decisions on force structure requirements, recruiting and retention programs, well-being programs, and personnel readiness from both individual and unit perspectives. In order to meet all these challenges and to be able to manage the programs that comprise the functions and integrating systems of the human resource life cycle model, the leaders from this field must possess professional and specialized skills.

Human resource management is a system of systems – manpower system, resource system and personnel system – that performs specific functions. Although they share many of the same duties and daily tasks, between the civilian and the military human resources management, are also some important differences. There are some social values specific to the military’s culture, in the military there is more stable job definition, but also a lack of flexibility regarding some job description.

Because of its particularity regarding the training and the specialization requirements, there is a long term impact of the recruitment in the military organization when compared with the non-military organizations. Most of the recruitment is made only for entry level (not for any level) and only after that, there is possible for the people to promote, rank by rank, according to some specific rules. All these particularities are leading to strong requirement for the development of an elaborate and well structured in house training, meaning that without having a good team of professionals working in the Human Resources Department, the organization cannot build performance. The key functions of the human resources team will include among other things, the

recruitment of staff, the training, the performance appraisal and rewards, recognition and employee motivation and communication in the workplace, workplace security, and much more.

The human resource managers will deal with employees during potentially stressful situations and this is why should involves individuals that are highly organized, ethical and skilled at negotiation, conflict resolution and communication, patience, fairness, empathy and firmness.

The human resource-related decisions, can influence both the success and the failure in the military organization, and because of the top down command chain, a poor leadership, could imply a fail on its main mission, meaning that human lives and military equipment will be lost. This is a good reason for the human resource management to consider all the aspects that involves finding the right place for the person (taking in consideration experience, training, skill, potential) in order to capitalize the strengths and fulfil the military organization objectives.

All the military training and all the commanders have the purpose to exploit the qualities, abilities and skills of the personnel in order to push the subordinates towards high standards of performance, raising their level of professional

satisfaction, pushing their limits in order to obtain the best results on the battle field (and *stay alive*).

A lack of judgement that won't involve a human resource management based on gender, religion, physical appearance or other subjective opinions, but a human resource strategy that involves a critical thinking when establishing the job requirements and choosing the right people, is part of a good human resource.

Even if it sounds very easy in theory, in the military organization the organizational goal is a must and that implies placing in certain positions, the people that are able to produce the required results, due to their current or future evolution achieved in time through education, training and personal skill development; in practice however the people will only prove their value and impact on achieving the organization goals during crises or wars, and the results will not be reflected by the KPI's but by human lives.

4. LEVERAGE POINTS FOR THE MANAGEMENT OF HUMAN RESOURCE IN THE 21ST CENTURY

4.1. Recruitment

Every Human Resource Manager does his best to hire exceptional people, who are fit for the job,

because they add the most value to the business and organization.

In the same time, the selective hiring has to be a structured and fair selection process, that reflects legal requirements and internal diversity goals, in order to bring in employees who add value.

In today's digital world, there are a lot of different recruitment tools that can be use to make the right selection, commonly used selection instruments been structured and unstructured interviews, IQ tests, personality assessments, work tests, peer assessments, physical tests, reference checks, etc. These (pre-employment) assessments are used to uncover key candidate characteristics like ability (soft& hard skills for the job), trainability (aptitude to learn and keep developing), liability (how much commitment and enough productive for the job).

Having on the market all these strategies and great tools for recruitment, the military HR doesn't have an easy job, giving the current

high operational tempo, the small size of the HR component and the current battle from the job market. To be successful, the military HR should get the most out of human capital by providing a clear career path with an attractive value proposition, an ability to advance based on talent and demonstrated performance, training programs tailored to the chosen career path, and well-defined exit opportunities.

Through a recruitment campaigns, the military wants to attract top talent while communicating a message to the broader population that a military career is appealing and worthwhile. This requires the defense sector to consider how society, particularly schools and universities, perceives it and craft an appealing value proposition to potential recruits based on messages including patriotism, career opportunities, professionalism, adventure, humanitarianism, national values, and camaraderie, all of these using marketing techniques that will engage also the younger and more digitally generations.

Table 1. A comparison outlook on various countries and their recruitment campaigns and specific tools

Country	Top recruitment campaigns message	Tools examples
France [5]	My <i>will</i> is all terrain my <i>future</i> is rock solid <i>Believe in yourself</i> <i>Grow together</i>	Posters, TV, YouTube (46,5 k subscribers - top video 5.4 M), Facebook (886 k)
Germany [6]	<i>Follow your calling!</i> Do what really matters! Whether they wear Navy, Army or Air Force uniforms, officers' careers entail <i>great responsibility</i> . This career group also offers <i>exciting and multifaceted positions</i> . [...] And they are more than just „managers in uniform“.	Movie like posters and presentations, TV, YouTube channels (653k+ 495 k-top video 12 M/ 4.9 M), Facebook (452 k)
Romania [7]	<i>Aim high! Be the Best!</i> If you only want a degree or just a job, <i>you can choose any other profession</i>	Posters, TV, YouTube (46,5 k subscribers - 733k top video), Facebook (664,5 k)
UK [8]	What's the army's <i>most powerful weapon?</i> Failure. You <i>fail</i> . You <i>learn</i> . So you <i>win</i> , when it really matters. Recruiting now and always A career with us offers you <i>challenge</i> and <i>adventure</i> that you simply can't find in any other job	Posters, TV, YouTube (172 k subscribers- 5.4 M top video), Facebook (1,7 M)
USA [9]	Discover the career for you and <i>opportunities</i> you never knew existed The Army <i>encourages</i> me to <i>pursue my dreams</i> <i>Be all you can be</i> Most job training teaches you how to make something. Mine taught me <i>what I'm made of</i>	Posters, TV campaigns, YouTube (228 k subscribers- top video 5 M), social media (5 M)

As seen above, the armies recruitment campaigns have started to use a variety of tools, including experiential marketing, to target young people, women and top talents.

Some of the campaigns included:

- “*America’s Army*” video game (U.S. Army financed a video game with \$1.5 million);

- *Army Strong* (USA), a campaign (budget of \$200 million/year), portrayed joining the army as a commitment to transforming mentally, physically, and emotionally strong recruits into powerful individuals;

- *Virtual Army Experience* (USA), a mobile exhibit event to take people through a controlled mission simulation;

- *Officership* campaign (USA), emphasized the various careers within the army with focus on leadership and career progression in the *Army Strong* context;

- *This is Belonging* (UK), an integrated campaign to show the friendship and comradeship that comes from being part of the armed service;

- *Snowflake* (UK), campaign resulted in the highest number of recruits in ten years by targeting ‘self-addicts’ and ‘binge gamers’, showing how every individual has the potential to do something that matters;

- *Army Confidence Lasts a Lifetime* (UK), was designed to show

how joining the Army allows young people to build up a sense of self-confidence that lasts longer than short-term pleasures;

- the first-person video and reality TV-style testimonials, the ministry’s web series, “*The Recruits*,” follows 12 would-be warriors through basic training (Germany);

- “*Dare the army*” (France), a campaign design to show unvarnished the reality of military life and to attract young people and women (for a month, on all screens exclusively and with no recruitment campaign for the police or the fire fighters).

As a particularity, in the military system, together with the recruitment part that is a positive process because it encourages more and more employees to apply, there is also the selection part, that is a negative process as it involves rejection of the unsuitable candidates.

The basic purpose of selection process is to choose the right candidate to fill the various position in the organization through a series of steps by which the candidates are screened for their abilities. Going further, the army has established some basic criteria to select candidates, that will go through specific training and education in order to form and developed the required military skills.

4.2. Training and education

One of the particularity of a successful organization, is that after you attract the human resource, it invests in peoples education in order to form the right skills necessary for the job, and after the require abilities are formed, supporting the people desire to get better at what they do becomes a human resource strategy.

After recruiting the most suitable people, you need to ensure that they remain the frontrunners in their positions. This view has become even more relevant today as the rate at which technology is developing is growing exponentially, and this is why learning and development must become a priority.

Leadership is important in every organization, especially in the Army, influencing the cohesion of the group and even its results, the Army having a great impact on the conducted operations. *Great Leaders are made, not born* is a statement that allows (almost) everyone to take in consideration that the necessary tools to become one, are available for everyone.

Intellectually we might know that leadership can be learned but we don't always feel confident in our abilities, a state of mind that can be changed through tools like mentoring and coaching. Inside the organization, group learning can be used to identify employees with leadership potential, to train

future leaders to understand group dynamics or enable leadership team development in order to develop new skills, improve interpersonal communication.

When talking about Army, we know that, as a particularity, the desire is to invest in the developing of leadership capacities early in a soldier's career, by challenging to lead their peers and subordinates at one point or another during their term of service (if there are 2 soldiers in a place, one of them is in command). This is important for the military organization because inside a group there will be always specific roles to conduct an operation, but as an important informal requirement, there will be an inside helpful leader of the internal team structures to support achieving the group objectives.

We must take into consideration that with the exception of the mechanical skills that must be formed mostly by on-the-job learning with the machines or with jobs required technology, other skills and abilities can be formed through some ways adapted to the present times. The reality is that traditional training methods were not keeping up with the fast advancements in the information technology industry and dedicated to expanding e-learning programs. The Pandemic imposed the Human Resource Sector to think and develop new ways to help their

people develop, with topics ranging from time management to leading change and motivating employees.

Even though many companies offered courses to their employees even before the Pandemic, the integration of extensive e-learning leadership development opportunities may offer employees more autonomy to complete classes on their own time and contribute toward an increased understanding of essential leadership principles.

the employers increasingly are investing in skills-specific forms of training, to stay connected to the market requirements, and thanks to the internet, everyone is connected and can learn *anything, anytime, anywhere*.

Learning is becoming increasingly important also for the latest generations, such as the Millennials and Generation Z, according to Gallup [10], younger employees rate learning and personal

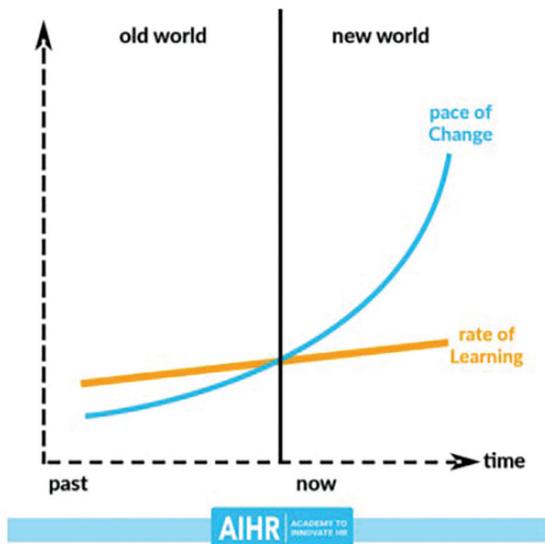


Fig. 1 Rate of learning VS the pace of change inside an organization
(<https://www.aihr.com/blog/human-resource-best-practices/>)

The rate of learning should match the pace of change, because learning has become a way to stay innovative, grow faster, and sustain a competitive advantage.

Taking into consideration the high volatility on the job market,

growth are much more important compared to older generations. Because the next generation of workers is actively looking for development opportunities and sees these as a way to grow in their profession is determine

the organization to offer these opportunities in order prevent higher levels of employee turnover.

In order to respond to this need, a self-directed learning is having a greater role (even if leaders can't grow in isolation), but with the precise purpose to teach soft skills such as communication techniques and strategic thinking (that can later be use in the leadership development).

Some organizations [11] understood the fact that a college degrees is not a proof that the people have the right tools necessary to tackle the jobs requirement, so are either not requiring a college degree [12] or they are looking to shake up the education space by offering new programs designed to encourage the development of in-demand tech skills. Of course in Romania this could be possible as well (in some sectors), but we must take in consideration that the current legislation will compel the organization to pay more for those who have a college degree or more.

The military HR model needs to provide service members with the multitude of new skills and practices upon which military success now depends. By design, this military education and training needs to provide accreditation, to promote

career progression and to create a list of desire standardized skills. Among the most important skills should be the ability to use information and communications technology, to manipulate data to navigate complex decisions, technical and business literacy. Of course we should be aware that these are some skills are highly desired and paid by other organizations as well, so for some specific roles the Army should be able to educate/train specialist and determine them through payment or other means of motivation or written obligations, to use their knowledge in the Army (at least for a period of time).

Because the education conducted in the military universities may have outdated or may form unneeded skills the Army can use a mixture of options to build capabilities in critical areas, in addition to using civilian specialists for non-operational demands:

- Build capabilities by partnering with other militaries and the private sector by sending military personnel to be educated in other countries that have a well-developed military education or an education system that providing high-quality academic, professional, and vocational training and accreditation,

in connection with the current operational needs and the new human capital model:

- *Seek regional or international accreditation for military training courses*, so after the graduation of different courses, the personnel will receive postgraduate degree accredited by highly respected institutions;

- *Pay for personnel to take external vocational training courses*- some countries are ensuring funds study to obtain nationally recognized qualifications relevant to a service member's duties;

- *Use digital technology to deliver remote training* - through work-based distance learning programmes can be enable remote military education in business management, engineering management, logistics management, and HR management.

As seen above, one of the most important trend regarding the education is that the people are starting or are determine (even requested) to use more of their soft skills in order to achieve more hard skills, with the support of the organizations, in order to perform at their jobs. Basically the companies ensure that their employs have access to the platforms (anytime and anywhere through e-learning) and

the resources (anything) that allows them to grow, and so through this strategy, the organizations efficiency and effectiveness are growing as well.

A good training cannot be achieved without providing the people with a state of mind characterized by a positive motivation and a strong will. Having these environment set, the military will be able to improve their skills and become true leaders through the military process of training and education.

4.3. Mentoring

The pairing of a senior with leaders who have just taken on a new role can be very effective, especially if your goal is knowledge transfer or succession. Through mentoring, a person with experience, willing to share it, will ensure a smoothly integration in the new position of a lower rank person, a faster development of the abilities and will help maximize their potential. Traditionally, the relationship is between an older employee and a younger one for the purpose of growth and development. However, many other types of mentoring could also proven successful, like peer mentoring, where colleagues mentor each other (help develop

self-awareness, adaptability teamwork, collaboration, verbal communication) and reverse mentoring, where the traditional mentoring relationship is flipped on its head.

Receiving feedback is hard and determining whether or not the person giving the feedback has your best interests in mind can lead to confusion. By having a mentor that gives an objective point of view and is an advocate for your growth and development, you will be empowered to take your career where you want to go. Using an intensive one-on-one tutoring, the purpose of a mentor will be to help the mentee grow as a person and become the best version of himself. A good mentor will have patience and good listening skills, observing what's happening, assessing the path the mentee is on and then guiding the person onto the right track. Mentoring is as much about counselling as it is transferring knowledge and leadership skills for someone less experienced. These conversations with your mentor aren't brutally honest and painful to sit through but seek to shed light on new opportunities and overcome challenges in a way that invites you to take action.

All the interaction between the mentor and the mentee, it will be possible when their relationship

is based on a honest self-appraisal and valuable guidance, because after defining goals and creating smaller steps to get there, mentors help focus mentees on what they need to do to advance, but also the mentor will help the mentee to stay on track and be accountable for achieving their goals (the way to measure the success of the mentorship).

Mentorships can also help develop leadership skills such as listening, compassion and giving and receiving feedback, the relationship itself between the two helping develop these skills that can prove essential for career success.

Starting 2020, the Romanian Army, has started to implement a mentorship program at a small scale that was extended in 2021, and again modified in 2022.

The main objectives as stated in the internal regulation were:

- to offer career related support for the lower rank personnel that have just graduated or for the personnel in a new position, to facilitate a faster integration;
- to support the personnel to shape new abilities and behaviors necessary to be able to move to higher positions;
- to help the personnel be aware of the regulations regarding the human resource management and the impact on their personal career

- to allow a synergy between the personal career and the institution need;

- influencing the future leaders by showing them the career perspective and developing their attachment to the military organization;

As seen above, the objectives are diverse, not so measurable and should help to integrate, to form new abilities, maintain awareness and attachment for current and future leaders. The fact that there are no soft skills nominated or some more scalable goals for the mentorship relation, combine with the fact that the mentors are appointed and not recommended by some well established skills, **knowledge** and solid integrity values can lead to a faulty relationship. With the exception of the papers (that need time and energy to be fill in), there are no certain results to this program, the non-SMART objectives giving a lot of freedom just to stick to the papers and not to some real tangible goals. However, the fact that in our traditional army, a new way of supporting the military personnel in order to evolve was stated and is supported by a regulation, can ensure future improvements regarding the role and the goals of the mentorship.

4.4. Coaching

Imagine that you are on a mountain ridge and on the right and left there are steep slopes, climbing to a peak where you desperately want to reach. What should / shouldn't you pay attention to? How much do you allow yourself to let your attention fly to anything but the next step? A professional coach will train you to control your attention for this type of climb.

Since its inception, coaching has been a way to assist individual development, aiming to overcome difficulties or optimize the implementation of a project or behavior. If at first it was aimed at performance sports and actors in the desire to create the perfect synergy within the teams for performance, later it became accessed by a wide range of people who pursued the same thing: overcoming one stage or moving on to another self level.

According to the International Coach Federation, coaching is “a partnership with clients in a creative and challenging process that inspires them to maximize their personal and professional potential.”

In the business field, the Coaching process has been implemented quickly, proving to be the easiest strategy to increase

the productivity and efficiency of managers / teams.

Through coaching, the process will focus on future possibilities, not on mistakes made in the past, so this tool is to be use for development and not for the lessons learn from the past.

One of the most important achievements in the coaching process is that during the sessions the coachee becomes more and more confident in his own abilities and more dedicated in terms of his own ideals, the emphasis being on two aspects: *awareness and responsibility*. [13]

Through proper coaching, the coachee gets to discover the right resources, as well as how to access them, but taking into account that there is no “*must*” approach but only strategies and skills that can be approached to gain confidence and independence for the actions pursued.

Giving the fact that in the Army the team work takes to the best result, there is also the *team coaching tool*, that aims to increase its performance by mobilizing and engaging all its members, ensuring the congruence of efforts to achieve unitary objectives. The ability of a team to function and produce results depends not only on the talents and abilities of each

individual that make it up, but also on the way members work together, and the level of achievement of goals, values, goals and responsibilities.

To be able to have someone who really listens to you actively, without judging you and without trying to direct you, still seems to be hard to find around us in someone other than a coach. Due to the major impact it can have on an individual, it is necessary to capitalize on coaching through a rigorous training that will contribute to the creation of skills and abilities in this regard.

5. RETENTION AND ATTRITION AS OPPORTUNITIES FOR TRANSLATING DESIDERATA INTO ACTION

The retention of qualified military personnel is essential to preserve morale and unit readiness, and it will avoid the costs associated with training replacement personnel in essential skills.

Evidence shows that a positive, strengths-based approach to change, makes people and organizations more resilient, builds greater connections between co-workers, and enhances creativity, innovation and retention.

It's fairly unsurprising that members of large, mature, and

successful organizations are more likely to assume that their long-held values and practices are the correct ones. Many companies identify *core values* that guide the direction, actions, and behaviors of the organization.

However, especially for the Millennials, the pay check/financial rewards still remains an important reason that act like a leverage for leaving their current job. As seen in the recruitment part section, the job stability and different reward are actively used in the campaigns conducted to attract new people in the army. Even though most of the recruitment messages are enhancing the Army core, the values and the individual grow that can be attained, some countries understood that Leadership with an empty belly is not possible.

Tough working conditions, disruption in family life and stress and strain due to prolonged deployment in difficult areas are the other contributing factors in making the army “an unattractive career” and ever increasing requests for premature retirements.

In order to retain its personnel, the most used rewards are referring to enlisting bonuses, retention bonuses, salary food, allowance for housing,

clothing, health care system, access to free education, access to zero credit loans, a good working environment with proper conditions and access to advance technology and equipments. By covering the basic human needs, a military can focus on how to do his job at a high level and also how to grow. As seen above, the education system can be also a good tool to keep the personnel, by allowing/supporting them to access different programs in the system or outside. The intrinsic motivation will be determine by the possibility to attend courses, while the extrinsic one can be the commitment to stay in the system after graduation and the return of the cost in case of resigning before the established time. Of course one particular difficulty for many world armies is retaining the information and communications technology specialist, giving the fact that the payment, rewards and freedom offered by the civilian organizations can't be matched by the Army.

Because the human resource management is dynamic, the emergence of coronavirus disease and the accompanying shutdowns of in different sectors altered also the retaining of military personnel, because the high unemployment rate from the private sector was not

in place in the military. It was an unexpected advantage that was, for a short period of time a good way to attract people, but again without having proper measurements to retain them, it can become again just a way of losing specialist and money by the Army.

There is no best tool to retain the military personnel, because every individual has different skills, interests and paths, but having a predictable system with specific milestones could represent a good way to increase the retention.

Assisting the militaries with exit and integration into civilian society represents another way to retain the personnel. Militaries should receive support so they can make a smooth transition from military to civilian life, where they can have other jobs and integrate back into society, allowing the economy to capitalize on the skills they acquired during their service. A designing pensions, retirement benefits, and career transition support should be integrated into a predictable human resource strategy. For those who will be put on reserve status, a support that will include, if necessary, a proper legislation regarding the equivalence between military training and civilian qualifications,

even a career transition partnership with a private company that can act as a bridge between the military and the civilian life (with services including dedicated job-search portal, on-line curriculum vitae builder, workshops, training courses, career consultants and employment fairs).

All these will inquire of course long term strategies and commitment, a greater connection of the institution with the society that must go over the dangerous state of isolation from the military area.

CONCLUSIONS

New technologies, innovations, and globalization are changing the workplace and creating an environment of interdependence, while rapidly evolving organizations are increasing the need for leaders who can successfully navigate their organizations and teams.

Today's leaders are often "trying to implement third-generation strategies through second-generation organizations with first-generation management." This is an apt description of the Army's HR challenges, which exist in part because it reimagining its HR practices without simultaneously reassessing its HR capabilities.

Because in the Army there are people with different thinking patterns, values and behaviors, a real change will be only ready to be implemented after a paradigm change.

In fact, from a design standpoint Army HR is largely unchanged from two decades ago, even though its dedicated professionals are being asked to do different and more complex work in support of completely new organizational and human resource strategies, while Army HR's occupational culture remains quite administratively focused.

The main goal of military HRM is to support the organization to reach its goals, so this is why it should be linked with the organizational strategy, and also with people behavior and characteristics. Based on a long term strategy, specific HRM processes should be developed and implemented in order to make sure that the employees feel good about the organization they work for and add value to the organization

The formation and improvement of these features represent an essential problem of human resources management which, once solved, will lead to the development of a modern and professional military system.

ENDNOTES

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