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## MANAGERIAL COMPONENTS IN IMPROVING THE EFFICIENCY OF THE MANAGEMENT OF ROMANIA'S STATE BORDER SECURING

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**Abstract:** *The geographical position of Romania's borders imposes a regional and systemic approach of the issues related to the management of an extremely important portion of the integration into the Schengen Space.*

**Key words:** *management, frontier, regional, secure, integration.*

### 1. INTRODUCTION

The securing of the national border, the strengthening of the surveillance and control at the state border, with the participation of all the institutions having competences in this field, based on an effective inter-institutional collaboration, represents a major objective of the process of Romania's integration into the European Union and the Schengen Space.

The Romanian Border Police is the specialized state institution which ensures the development of securing actions in a unitary and coherent system at the state border, exerting its attributions according to the provisions of article 1 of the Government's Emergency Ordinance no. 104/2001 on the organization and functioning of the approved as amended by Law no.81-2002 as subsequently amended and completed by Government's Emergency Ordinance no.105-2001 regarding Romania's borders, Romanian Border Police, approved as amended by the Law no. 243/2002 as subsequently amended and completed, to the methodological norms of enforcement of the Government's Emergency Ordinance no. 105/2001, approved by the Government Decision no. 445/2002, as well as to the EC Regulation no. 562/2006 of

European Parliament and Council of Europe of March 15, 2006 on the creation of a Community Code on the rules governing the movement of persons across borders (Code of Schengen Borders) [1].

The creation of a united Europe and the establishment of the new frontiers of the European Union and of the North Atlantic Treaty Organization represents an important step in the process of security and socio-economic development of the Eastern European countries. In the EU accession process, the candidate states, including Romania, assumed a number of responsibilities, namely to observe, as the member states did, the rules and requirements meant to contribute to a secure life.

Within this process, the Schengen provisions became a part of the conditions for the EU accession, the member states showing the candidate states that the issue of free circulation is a matter of security, and the related obligations must be assumed by all those who wish to be part of a united Europe.

For Romania and its competent state institutions the previous years were a period of hard work aimed at fulfilling the recommendations for joining both the European Union and the Schengen Space and

coming into line with the measures taken at international level for fighting terrorism and ensuring the citizens' security.

In attaining the objectives proposed, the Romanian Border Police enjoyed the support of European Union experts, through the nine institutional twinning conventions concluded, taking important steps towards the adoption of their specific work to the international standards.

## **2.REGIONAL SYSTEMIC - APPROACH**

The geographical position of Romania's imposes a regional and systemic approach of the issues related to the management of an extremely important portion of the future external frontier of the Schengen Space. Its importance is mainly given by the length of the frontier segment – over 2000 Km – and by the positioning on the East-West axis of the cross-border criminality, within which an important place is held by illegal migration, trafficking in human beings and luxury cars.

The efforts will have to be directed towards the application of measures of reconstruction of the institutional system, of decisional decentralization, of increasing the staff's responsibility and professional level, of improving the procedures of surveillance and control of the state border crossing, in accordance with the European standards, and of enhancing the operative and economic efficiency of the logistic support, which is continually developing and modernizing, both by individual efforts and with decisive external aid [2].

Attaining these goals means establishing priorities and identifying the ways to achieve them, which should constitute an individual managerial program of securing this border.

The complexity of the goals to attain and of the tasks to accomplish in the field of Romania's state border securing, require a modern European approach of the internal and external cooperation relationships, which should confer new quantitative but, most of all, qualitative capacities to the informative-

operative activities in the fight against cross-border criminality and international organized crime.

Within the framework of the practical activities, Romania's state border "securing" represents a major objective of the current stage, aiming at counter-acting illegal migration and other actions which infringe the state border regime.

The state border securing, the strengthening of border checks and the improvement of general management constitute the sine-qua-non conditions of success in the effective fight against cross-border criminal activities.

The necessity of securing Romania's borders is determined by the increase of cross-border crime, both in extent and in complexity, as well as by the existence of conditions favoring such phenomena by the persistence of the economic crisis, of social, ethnic and religious conflicts, the proliferation of terrorist actions in some states neighboring Romania's borders or worldwide. This is why the complexity and the extent of the criminal phenomenon, its pressure at the borders and the necessity of fighting it effectively while concurrently implementing measures of border securing, impose the actual participation of all the state structures and bodies having responsibilities at the border, so as to achieve an integrated border management compatible with the Community practices.

Securing the border does not suppose and does not mean adopting measures that contradict the free circulation of persons. It means, first of all, the fight against criminal and unlawful actions.

Implementing the management procedures and methods specific to the frontiers of the Schengen space at Romania's external border, on the basis of the enforcement of the Romanian border-related legislation adapted to the European one, is a priority action direction for the coming period.

The complexity of the objectives to attain and of the tasks to fulfill in the domain of Romania's state frontier securing generates a new attitude and a modern European approach of the internal and external cooperation, conferring new quantitative but, most of all,



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qualitative capacities to the information and operative activities in the fight against cross-border criminality and international organized crime.

The establishment of the new European Union frontiers represents an important step in the process of security and socio-economic development, especially of the countries of the Eastern part of the continent.

In this context, given Romania's geographical position, it has been found that illegal migrants tend to transit our country in their way to their main target – Western Europe. This is a reason why Romania plays an extremely active role in identifying and annihilating the main transit routes of illegal migration.

Romania assumed a number of responsibilities in the accession process: first of all the observance of the rules and requirements supposed to contribute to a secure life, similar to that in the member states.

In order to fulfill the recommendations of the European Union, the Government of Romania and the Supreme Council of the Country's Defense have adopted a number of documents containing the principles and action directions for training, organizing and equipping the Romanian Border Police. The main document is the "Strategy of Romania's State Border Securing and the Strategy of Integrated Management at the Border".

In compliance with the Strategy provisions, the border securing will be approached in accordance with the current stage, namely the integration into the European Union, concurrently aiming at creating the premises so that, in the period following its integration into the European Union, Romania should meet the preliminary requirements to become a part of the Schengen Agreement, considering that the elimination of

the checks at the inner borders is achieved as a result of a unanimous decision of implementation of the Schengen acquis, not on the basis of bilateral agreements concluded between Romania and the neighboring states.

### **3. MANAGERIAL KNOWLEDGE (SCIENCE) IN THE PUBLIC ORDER FIELD**

In the domain of public order in general, and of border police in particular, the science of management is represented in all the spheres of activity, at all hierarchical levels, from the highest to the lowest levels, to subunits and other formations.

In order to continue implementing the management of the surveillance and control of the border crossing at EU standards, emphasizing the particularities of the management of the border police units is a priority concern of the decision-making factors.

In this respect, the organizational factors or variables which determine the size and configuration of the organization structure are critical. Such factors or variables were identified and presented in the report, and their detailed analysis allows a solid substantiation of the structure from a complex operative, economic, human, technical and legal point of view.

In the paper we emphasized the management methods and techniques that contribute to the organization and development of activities aimed at fulfilling specific attributions. Thus, we identified general management methods applicable in the border police units (management through objectives, participative management and management through budgets), as well as the specific methods and techniques used in the management of the border police units

(diagnosis, delegations and meetings) [5].

By analyzing the structure and functionality of a border police unit, both as a whole and in detail, by first taking into account the nature of the management activities, we can appreciate that the decision-making subsystem is represented by the managers (chiefs), those who, on the basis of the principle of the unity of command – a principle specific to public order – are invested with the full and indisputable authority to make decisions for the purpose of attaining the objectives at the level of the whole unit, and are responsible for the fulfillment of such objectives.

Considering that, in the sphere of border police, the most frequent situations in which decisions are made are situations of uncertainty and risk, we can say that, within this institution, the decision is the highest stage, the most refined and standardized form that the optional approach has attained. It answers two major commandments: it provides sufficient accuracy in a field with the biggest charge of uncertainty; it guarantees the strictly necessary opportunity in a sphere characterized by the biggest dynamism and instability.

The elaboration of correct decisions is only possible if the managers of the border police units, along the whole hierarchy, dispose of truthful and complete information. In other words, the modern and effective management of the border police units implies the existence of a reasonable and timely information system, able to provide the elements on which decisions should be founded [3].

Without an information system that works properly, no border police unit is able to work properly.

Knowing the work parameters of the information system, we consider that any manager (chief) will size the system of the unit he manages at strictly necessary levels, and will not accept the occurrence of parasitic information circuits and flows, the doubling or trebling of circuits and documents and, consequently, the inefficient use of human, material and financial resources available [6].

The organizational subsystem, as a result of exerting the organization function, reflects

all the changes that occur in the other components of management – the methodological, decision-making and information components.

The formal organization in the border police units is regulated both by normative acts (laws, ordinances and government decisions) and regulations, orders of the hierarchic superiors and internal orders of the unit chiefs. The activities specific to the border police units are also regulated by the rules of organization and functioning of each unit, the organization chart, job descriptions etc. [4].

The processual organization ensures the delimitation and sizing of tasks, attributions and functions, and their correlation with the objectives and the structural and organizational components of the units within the border police.

The units belonging to the border police structure are characterized by the existence and manifestation of the functions of research and development, social command, execution, personnel, financial and accounting.

The organizational structure of the border police units, with its two components - management (command) and execution, includes the organizational sub-divisions defined by modern management as: job, position, compartment, hierarchical level, hierarchical weight, organizational relationships, which are conceived and sized in such a way as to ensure the fulfillment of the objectives in an efficient and effective manner.

#### **4. MODERNIZATION STRATEGY**

In the strategy of the the border police modernization, several stages of transformation of this MAI department were established, aiming at its organization both as a whole and by components: processual, structural, organization of individual, collective and management activity.

The institutional reconstruction of the border police and of its composing structures must continue by the acceleration of its reorganization and restructuring, with the view of eliminating parallelisms and intermediary links, reducing oversized structures, achieving the harmony between the



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tasks and the organizational structure of the units, increasing the degree of interoperability with similar institutions of the European Union, by correlating the new organizational architectures, enhancing the efficiency of the operative formations, rationally redistributing effectives and increasing flexibility in fulfilling specific missions.

Establishing objectives leads to establishing the mode of actions, to suggesting certain types of action specific to the area of responsibility, to correctly assessing the possibilities and restrictions imposed by internal and external factors generated by the realities of the present and the estimates for the future.

In order to apply the fundamental objectives long terms are used, while for the derived ones, which are individualized by structures, the short-term staging is used, which ensures the success of quantitative accumulations.

The complexity and rhythmic staging of the objectives to attain generates, in following their fulfillment, decisions having a strong "prophylactic", and often corrective character.

In evaluating the fulfillment of the objectives, the personnel's reward is given the same importance as the operative, logistic and financial aspects.

The purpose of the established objectives and of the measures and actions taken is to enhance the efficiency of the normal functioning of each structure: Directorate, Inspectorate, Sector, and Border Crossing Point. All the other commandments – human resources, logistics, financial and decision-making – are subordinated to the operative and informative work.

Without diminishing the importance of any modern management principle, steady action is taken towards promoting specialists to managing positions, on the basis of

competence criteria, towards achieving a real correspondence between the responsibility and the authority of the position, towards the promotion of the team spirit by work structures and groups and, last but not least, bringing the management close to execution.

The management of Border Police for applying the strategy of securing the Eastern border, in the dynamics of its application, of its completion with objectives and directions of action, related to the evolution of cross-border crime, to the identification of the necessary resources, to the priorities and new requirements of the European Union, involves its inclusion and the application of its regulations in the yearly and periodical plans of the border police structures, in which responsibilities are clearly established, in terms both of execution agents and of deadlines.

The Management for Romania's state border securing, adopted at the level of the Border Police, ensures the success, in conditions of normality and in crisis situations, of the missions of surveillance and border crossing control, of the prevention and combatting illegal migration and the specific factors of cross-border crime perpetrated in the area of competence, of the observance of the legal regime of the state border, of passports and aliens, the securing of the Romanian interests on the lower Danube, the respect of public order and peace in the area of competence, in the legal conditions, and using, as reasonably as possible, the human, material and financial resources available. No effort is too big in this major approach, as the incapacity of managing, mastering and combatting cross-border crime generates threats not only to the national security of the Romanian state, but also of the other European states. In these conditions, securing the Eastern border is not only an objective, but also a

necessity for the existence of a united Europe.

## 5. CONCLUSIONS

The current characteristic features of the international security environment necessarily lead to the requirement of a unitary and efficient response to the global threats generated by international terrorism and cross-border organized crime, in all its forms of manifestation. Globalization has made the states feel the same needs of security at the border.

From this point of view, the building of a united Europe and, most of all, the dynamics of the UE, by the accession of other states, represent new challenges in terms of ensuring the global security of our common space of freedom. The security of each member state is conditioned by global stability and vice versa. The diversity and national specificity in approaching the security concepts are brought together, within the European Union, by the common belief and objective of the member states, expressed in the establishment of the fundamental goal of securing a space of wide assertion, of freedom, justice and security. The integrated border management – a concept which has been introduced rather recently in the approach of the security of the EU borders – seems to offer the most appropriate solution for ensuring global security and, implicitly, the security of each nation, by respecting the citizens' fundamental freedoms, including the free circulation in the Community space, as

well as by providing proper fluency of the economic exchanges among the states. Romania has endorsed the values and principles of the Union. Its firm option, its present and future actions for attaining a guaranteed degree of security of its own borders, represent in this respect one of the conditions which provide the Romanian citizens with full access to the European space of freedom, with the possibility of escaping the confined isolation and of giving the national territory the attribute which it deserves, that of a common European territory.

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