

IMPROVING OF THE RECRUITMENT AND SELECTION OF MILITARY PERSONNEL

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Abstract: *This paper emphasizes that during the last period, practice in developed countries signals a logical economic penetration in all sectors of social life. In this context, military organization begins growing more compared to a company. Consequently, also in the army, any personnel policy is subject to labor market rules, agreeing to face the competition for attracting human resources.*

Keywords: *military marketing, recruitment, selection, military occupation, product, price, distribution, promotion.*

The recruitment of candidates for the military profession is currently registering in a new course based on a comprehensive unitary strategy of the human resources management in the Romanian Army.

In this new vision, the recruitment is the process of active search and attracting people from the labor market and educational market, people who are able and interested to join voluntarily to a military organization. An important feature of the recruitment for the military profession is that all media are considered for recruitment, but a „nuanced” importance is accorded to different potential suppliers of the candidates. So, only a concentration of recruitment to the market is most likely to produce lasting results.

Existing conditions on the educational and professional offer today’s market an extremely dynamic and varied market, with levels often more attractive and accessible to candidates, and the new development requirements of a modern army, led by themselves, the characteristics of the new system recruitment, as opposed to the old system, practiced within the army, as follows:

- Continuous pro-active search versus „passive standby” of the candidates, the profession and military career are „sold as a commodity”;
- Use of scientific methodologies and tools

versus empirical methods;

- Focus on quantity versus quality;
- Transparency and collaboration with civil environments, local communities versus rigidity and ignorance of their potential supportive;
- Diversification of media recruitment.

The activity of attracting candidates who meet the requirements / criteria for access to military educational institutions is carried out by specialized structures of the army. Executive structure of the new system is the Information-Recruitment Office, a structure established in each county and in Bucharest.

The recruitment structure operation starts from the concept of centralization principle and from the decentralization of execution. The structure of recruitment is a territorial structure, which acts semi independent, based on some specific guidelines set, so it needs a flexible planning and organizing, creativity, continuous training of recruiters in order to successfully deal with change and specific situations occurring continuously on the educational and professional offers market.

The recruitment structure, the recruiters have the responsibility to promote the military profession within the civil environments and to identify and attract the most gifted individuals in terms of skills and motivation for the military career. This is a public activity, and it

represents the first very important contact between Army representatives and potential candidates.

Recruitment environments are those environments which provide candidates for the direct pathway (it does not require a prior military training) and indirect pathway (military training is required for access) (Ghinea, 2002, p. 9):

- The educational institutions (schools, colleges, post-secondary schools, universities) are the main supplier of candidates. Schools are very different, their differences should be aware of the recruiters, to be individualized to act as a profile of that school;
- The military units (ranging in size and type; the types of candidates for this environment should be known by the recruiters-military recruitment and military employees under contract);
- The economic units, establishments and employment agencies and vocational training, etc.

The personnel employed in information-recruitment offices (recruiters) has been selected very carefully, starting from the performance criteria, experience and training in order to introduce in the system the most „gifted” people, since they develop a new type of activity at the interface with civil environments. This requires flexibility, ability to make decisions correctly and quickly, creativity and adaptability to change.

To ensure the quality of the recruitment process, various stages of development were completed and the following types of actions are undertaken:

- Annually, a clear criteria for recruitment targets is developed (such as general and specific types of branches and by candidates);
- Annually a recruitment plan is developed for each county, by type of branches and by candidates on a scientific basis (size of this plan is based on demographic indicators-age, gender, environment of origin-and educational-level school) thus it can relate, permanent recruitment needs of the military for each year, with specificity of each county;
- Viable recruitment tools were created/improved (contact form, interview report, medical records, membership

application, recommendations, etc.); these are accompanied by explanations for the application and interpretation of data. These tools allow the creation of a global image and as the candidate's goals and focus on qualitative aspects. Recruited staff can easily use these tools in achieving the relevant data about a candidate;

- An updated annual database of the candidates for military occupation was designed;
- In the first stage of implementing the new system of recruitment, two studies were conducted with the support of the Department of Social Investigations, which followed the collection of qualitative and quantitative data (types of motivation, attitude toward the military environment, compatibility with criteria recruitment) on certain categories of candidates „more sensitive” to the indirect pathway (military employees under contract and reduced military term). The studies are designed to provide opportunities for adjustment and correction of the methodologies used;
- Annually, it is doing research on „Socio-demographic profile and motivation of young people who have chosen a military career in recruitment ...”;
- Periodically, a specialization training of the recruited personnel is organized to ensure adequate preparation of this type of activity.

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