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HUMAN RESOURCES POLICY

Case study: Continuing education programs

Life-long education programs are rather new in Romania, and there is much confusion about their structure, meaning, purposes and usefulness; although there is a clear necessity for these kinds of programs, they were implemented in our country only after recommendations were made by the European institutions. The Babeș-Bolyai University is one of the first and few Romanian universities that actually develop continuing education programs, directed at public services for the use of the local community. In this paper we present a particular case, the Program of Continuous Learning – Defense and Security Studies, designed to assist the 4th Territorial Army Corps based in Cluj-Napoca in its efforts to meet NATO standards. The program offers courses for military personnel in fields like strategic management, decision making processes, human resources management, and, of course, European security, and represents the first project of cooperation between a university and the Romanian army.

I. General considerations

The European Council 2000 summit in Lisbon was the turning point for the policies and future actions affecting the human resources of the European Union. The summit, under the name Employment, Economic Reform and Social Cohesion- Towards a Europe of Innovation and Knowledge, tried to give this goal a global view. The Council closed the summit with the decision that “Europe has indubitably entered the knowledge era, with everything that this implies for its cultural, economic and social life”¹. On both the individual and institutional levels, the standards, procedures and mechanisms will change and adapt to the new reality of the knowledge society. Thus, human resources development is part of the economic conditions, the situation of the work force and the issues related to social cohesion.

Also during the Lisbon summit, an agenda for European education and training policies and programs was advanced. Continuing education, human resources hiring, regional development and social inclusion were other issues under intense scrutiny. The agenda allows for increased efficiency of the resources available on a European level (i.e. through “Structural Funds” and “Education Funds” such as Leonardo and Socrates).

On the practical level, the agenda aims to establish a European policy for an information and knowledge-driven society, open learning centers and other organizations which promote instruction, accredit abilities and use IT to facilitate citizen access to public services.

This summit also confirmed the fact that, if the transition to a knowledge-driven economy and society is to succeed, the evolution toward continuing education and instruction must continue.

The European Council took the opportunity to invite member states and European institutions to “define coherent strategies and practical measures in their field so as continuing education and instruction become available for everyone2”. The goals of this strategy are:

- Granting efficient universal access to continuing instruction so that individuals are actively involved in the knowledge-driven society;
- Increasing investments in human resources development- Europe’s main asset in the global competition;
- Structuring the learning system throughout one’s life (standards, procedures, mechanisms, institutions) and granting recognition for formal and informal educational achievements.

To establish such strategies, certain fundamental principles must be maintained:

- Education and instruction are to be adapted to the citizens’ needs, so that the citizens get the last say about the percentage of instruction, work and family life;
- The level of education and qualifications must increase at the same pace and be adapted to the needs of the economy and the individual’s workplace;
- Continuing education and instruction must offer motivation and means for the active involvement of Europe’s citizens in social and political life.

On March 20 2000, Romanian authorities presented Romania’s Medium-Term Development Strategy to the European Commission after it had received universal acceptance from both ends of the Romanian political spectrum. This document establishes the development of a functioning market economy as Romania’s main goal. An Action Plan 2000-2004 was set up in order to implement this strategy, based on the strategic options of the Ministry of National Education (currently the Ministry of Education and Research).

2 Ibidem 1.
In order to implement this plan, human resources development will have to be put in practice through actions such as:

- Higher education reform from the point of view of human resources development and adaptation to the medium and long-term requirements of economic development.
- Continuing education development, as an essential component of any economic and social development program.

The laws regulating professional instruction and continuing instruction in Romania are, apart from the Law of Education no. 84/1995 reissued in 1999, Ordinance no. 102 of 08/27/1998 regarding continuing professional instruction through the education system adopted with modifications through Law 133 of 07/21/2000 and Ordinance no. 129 of 08/31/2000 on continuing professional instruction adopted with modifications through Law no. 375 of 06/11/2002.

The above-mentioned laws set up the institutions allowed to develop continuing instruction programs as well as the accreditation mechanisms thereof. As provided in Point 16 of Law no. 375 of 06/11/2002, Article 18 of O.G. 129 is hereby amended as follows, Article 2 shall read: “The continuing instruction postgraduate programs offered by accredited higher education institutions, as well as other continuing professional instruction programs of graduate level, organized in the higher education system, are regulated solely by the specific mechanisms of academic authorization and accreditation”. This aspects are regulated by Law 88/1993 on higher education institutions accreditation and recognition of diplomas and certificates.

II. Case study- Continuing Instruction Program- Security and Defense Studies

The Continuing Instruction Program- Security and Defense Studies is part of The Babeş-Bolyai University’s strategy as a leading provider of specialized public services to the Romanian society. As a program of continuing instruction and professional re-conversion, it addresses a specific target within the Romanian society,

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namely the employees of Romania’s national security agencies. The Program is a means of support for Romania’s NATO integration as a scientific and educational cooperation of The Babeş-Bolyai University and the national security agencies. The Babeş-Bolyai University’s initiative, to offer this program to the 4th Corps of Infantry “Mareşal Constantin Prezan” is a first-time qualified success of cooperation between the Romanian army and a university. It is based, however, on previous unofficial collaboration between The Babeş-Bolyai University’s Faculty of Political and Administrative Sciences and other agencies of the Ministry of National Defense. The Continuing Instruction Program- Security and Defense Studies is hardly the only joint action of the two institutions; currently, efforts are in progress for the development of joint research programs, involving mixed teams of researchers. This strategy is in its early stages as yet, as a never-before-seen form of cooperation in one of the most delicate and less researched fields of Romanian science-security studies. One of its main goals is the collaboration and scientific communication between military and academic specialists.

The Continuing Instruction Program- Security and Defense Studies is available for all the active military and civilian members of the 4th Corps of Infantry “Mareşal Constantin Prezan”, regardless of their current level of instruction. It is an attempt to involve all the personnel of the 4th Corps in fields related to their main career, such as institutional management, human resources management, computer science, decision-making processes, etc.

The main goals of the program are as follows:
- an adequate knowledge of English- as the main official language of NATO- and computer science, fundamentals in view of Romania’s NATO integration;
- familiarization with the latest regional and global security and defense evolutions;
- an understanding of Europe’s integrated security and defense structures, their functioning, decision-making mechanisms and crisis and conflict solving models;
- basic abilities-building in military management according to NATO standards.

The Continuing Instruction Program- Security and Defense Studies is made up of two modules, sub-divided into six courses, two basic and four specialized, over a period of six months.

Module 1- Basic courses

English- 8 weeks, 3 hours/week, 2 groups, beginner and advanced levels;
Computer Science- 8 weeks 3 hours/week, 2 groups, beginner and advanced levels;
Module 2- Specialized courses

European Security Architecture- 4 weeks, 3 hours/week;
NATO Standards and Procedures- 4 weeks, 3 hours/week;
Strategic Management- 4 weeks, 3 hours/week;
Human Resources Management- 4 weeks, 3 hours/week;

In addition, each course comprises 2 hours for examination purposes. Each course manager may decide to do supplemental hours for case studies and/or practical applications.

The contents of the classes making up The Continuing Instruction Program- Security and Defense Studies is as follows:

Course name: English Language

No. of hours/week: 3 hours, 2 groups- beginner and advanced.

Total no. of hours: 24 hours

Course description:

1. Verb Tenses- 4 hours;
2. If Clauses- 4 hours;
3. Time Rules- 4 hours;
4. Vocabulary Development- 12 hours;
5. Review and Evaluation- 2 hours.

Final examination- 2-hour test, for beginner and advanced groups.

Course name: Computer science

No. of hours/week: 3 hours, 2 groups- beginner and advanced

Total no. of hours: 24 hours

Course description:

1. Windows Explorer- management of files- 4 hours;
2. Microsoft Word- 10 hours;
2.1 Opening, creating and saving documents;
2.2 Formatting characters;
2.3 Formatting paragraphs;
2.4 Markers;
2.5 Headers and footers;
2.6 Tables;
2.7 Inserting objects;
3. Microsoft Excel- 2 hours;
4. Internet- 8 hours:
   4.1 Internet Explorer Browser;
   4.2 Search engines;
   4.3 Saving information;
   4.4 E-Mail.

Practical tests throughout the course, for each study level, the final is the average of the marks received for the practical tests.

**Course name:** European Security Architecture

**No. of hours/week:** 3 hours

**Total no. of hours:** 12 hours

**Course description:**

1. The North Atlantic Treaty Organization- 4 hours;
   1.1 History and organizational structure;
   1.2 The New Strategic Concept;
   1.3 NATO Missions;
   1.4 Enlargement Strategies;
2. Security and Defense Strategies of the European Union- 4 hours
   2.1 E.U. External and security policies;
   2.2 ESDI;
   2.3 The Relationship between EU- EUO- NATO/ CJTF;
3. Continental Institutions Ensuring European Security- 4 hours;
   3.1 The European Council;
   3.2 The Organization for Security and Cooperation in Europe;
   3.3 PfP/EAPC;

Final written examination: 2 hours.

**Course name:** NATO Standards and Procedures

**No. of hours/week:** 3 hours

**Total no. of hours:** 12 hours

**Course description:**

1. NATO Structure Concepts- 4 hours.
2. Decision-Making processes in the higher structures of NATO - 4 hours;
3. Institutional and command NATO terms- 4 hours;
4. Evaluation- 2 hours.

Final written examination.
Course name: Strategic Management

No. of hours/week: 3 hours

Total no. of hours: 12 hours

Course description:

1. General Management- definitions, approaches- 1 hour.
2. Classical Management Theories- 1 hour.
3. Public and private management; public services features- 1 hour.
4. Management utility in public services/ Basic Notions of Public Management- 1 hour
5. Strategic and Operational Management in Public Organizations- 2 hours;
6. Strategic Management- 4 hours;
   6.1 Organizational energies mobilization;
   6.2 Leading change in public organizations;
   6.3 Internal communication policies;
   6.4 Anticipatory management of employment and abilities;
   6.5 Specific techniques of Strategic Management;
   6.6 Strategic Analysis and Planning;
   6.7 Choosing an organizational structure;
   6.8 Management of objectives;
   6.9 Self-diagnosis of management types;
7. New Public Management; managerial reform and state institutions- 2 hours;
8. Final examination- 2 hours;

Written examination.

Course name: Human Resources Management

No. of hours/week: 3 hours

Total no. of hours: 12 hours

Course description:

1. “Human resource”- definition, terms and related concepts (efficiency and effectiveness, personnel and human resource, measurement and numbers)- 1 hour;
2. Classical and modern theories of Human Resources Management: History- 1 hour;
3. Leadership- 1 hour;
4. Job analysis; personnel files- 1 hour;
5. Recruitment of personnel - 1 hour;
6. Selection and promotion of personnel - 1 hour;
7. Motivation of military personnel - 2 hours;
8. Evaluation of military personnel - 2 hours;
9. Performance and rewards - 2 hours;
10. Final evaluation - 2 hours.

Written examination.

Note: Each theme will be associated with a case study; case studies are solved in groups, focusing on collaboration and team-work abilities.

The courses aim not only to offer specific information, but also to build operating abilities. Therefore, the courses are interactive, focused on teams, simulations and practical exercises. Moreover, the students are encouraged to take part in several of the research projects conducted by the Faculty of Political and Administrative Sciences and the University.

The Continuing Instruction Program - Security and Defense Studies was accredited by the Work Group - Curricular Development of the PfP Consortium, the most important international association of the Academies and Institutes of Security and Defense Studies of North America and Europe, made up of 211 organizations from all NATO and PfP states. This cooperation aims to:

- standardize the program’s structure and course content according to NATO requirements;
- accredit the courses through the PfP Consortium’s specific mechanisms and get international recognition for the Graduating Certificate issued by the Babeș-Bolyai University.

Moreover, The Continuing Instruction Program - Security and Defense Studies is part of the science and education programs promoted by the Central and Eastern European International Studies Association (CEEISA), made up of all the Central and Eastern European institutions of International Relations.