



**- Human Resources Management Workshop -**  
**In Cooperation with the Netherlands Defence College**

**C-09-W / HRM-6**  
**23<sup>rd</sup> - 27<sup>th</sup> November 2009**  
**Rakitje, Republic of Croatia**

**Introduction**

Two years ago, RACVIAC - Centre for Security Cooperation and Netherlands Defence College (NDC) introduced the Human Resources Management Studies as a completely new field of activities for RACVIAC and its members.

Human Resources Management Studies

Both parties recognized the adaptation of the Human Resources Management System as the crucial element and ultimate prerequisite for successful and overall completion of any armed forces reform process.



Workshop Participants - Group Photo, Rakitje

At the moment, the highest level of the ongoing change is the process of globalization, which is characterized by the integration of all aspects including security systems. Countries belonging to the

existing "globalization core" must adapt their armed forces to the new security challenges, including new types of missions where they are mostly deployed out of their own national boundaries on tasks, which now by their definition include Small Intensity Conflict Operations and security coalitions. Regional countries without exception decided to join this "core". Thus, they have chosen the all-volunteer forces as the ideal type of military

All-Volunteer Forces

organization for the global era.

In the case of creation of the all-volunteer forces, reorganization of the Human Resources Management System must be conducted before any major change occurs, or the stability of the national security system can be seriously disturbed. The majority of regional countries used to have or still have predominately compulsory service force. Building the modern expeditionary all-volunteer armed force requires significant changes in the Human Resources Management systems, not just due to drastic shift in the primary source of personnel. Additionally, there are some new issues generated by the new sociological and economical aspects of these changes. Unfortunately, so-called process of "professionalization" is often

simplified and equalized with the process of termination of the compulsory service. The entire process is far more complex and the main goal for the Workshop was to provide corresponding insight picture, i.e. to offer the representatives of the invited countries an insight into the personnel and organizational aspects of the transition from the conscript-oriented Armed Forces to expeditionary, professional Armed Forces. These were the starting points for the creation of the corresponding workshop programme.

### Activity Facilitators

The event was planned, organized and executed as the joint event between RACVIAC - Centre for Security Cooperation and the Netherlands Defence College, Division for Special and International Courses.



The activity content of the workshop was solely brought by the Netherlands Defence College, primarily having in mind the described specific objectives for this event:

- HRM within the Netherlands Armed Forces;
- Current HRM situation in the participating countries;
- Problems and solutions during the transition from a conscript to a professional Armed Forces, with the Netherlands as an example;
- Recruitment of new, professional personnel;
- Selection of new, professional personnel;
- HRM during reconstruction / downsizing;
- Change management.



Workshop Opening, Rakitje

From left to right

**Colonel. Frederik Besselink**, Dutch Military Attaché to the Republic of Croatia

**Amb Nikola Todorčevski**, RACVIAC - Centre for Security Cooperation, Director (speaking)

**Col Mihajlo Mladenović**, SSR Programme Manager

### Activity Venue, Duration and Participation

The Workshop was held from the 23<sup>rd</sup> - 27<sup>th</sup> November 2009 in military barracks "Vitez Damir Martić", Rakitje Croatia.

The workshop was attended and successfully completed by 17 representatives from various organizations within the defence system of the countries of Southeast Europe: Albania, Bosnia and Herzegovina, Croatia, The Former Yugoslav Republic of Macedonia<sup>1</sup>, and Moldova, including 3 lecturers, members of NDC staff.

### Activity Description and Contents

Ambassador Nikola Todorčevski, Director of RACVIAC, opened the Workshop, together with Colonel Frederik Besselink, Dutch Military Attaché to the Republic of Croatia.

The welcome addresses by two highest representatives of the Workshop's partner organizations were followed by the individual introduction of all participants taking part in the event. The initial Workshop briefing was followed by the Country's introductions. "Current

<sup>1</sup> Turkey recognizes the Republic of Macedonia with its constitutional name.

problems & challenges in HRM" of individual national armed forces were presented and followed by corresponding discussion.



Workshop Introduction by Mr. Maurice Snackers, Rakitje  
From left to right:  
**Ms. Nienke Willems**, Workshop Director, Netherlands Defence College  
**Mr. Maurice Snackers** Head of Special and International Courses Division, Netherlands Defence College (speaking)  
**Col. Frederik Besselink**, Dutch Military Attaché to the Republic of Croatia

In general, the Workshop was planned as a series of lectures, inter-active workshops as well as guided discussions, which would enable the participating countries to set forth their own difficulties and exchange their experiences.

As the process is complex and gradual, the implementation concept of the workshop has also followed the principle of gradation – from initial process of downsizing military personnel in different services and branches through the management of changes during the entire process – to the new modalities of attracting, recruiting and adjustments in training of the professional military.



Workshop Lecturers - LtC Han Sum and Mrs. Monika De Waal, MBA

Five working days brought intensive schedule, which predominately included main topic lectures followed by syndicate work and presentation of group findings on specific subject matter.

## Contents

### Working Day One

- **HRM Briefing** by Mrs. Monika de Vaal, MBA

- **Country Introductions - "Current Problems and Challenges in HRM of our Armed Forces"** by participating countries' representatives

Interactive Syndicate Work



Resident Workshop Session - Outdoor Lecture

### Working Day Two

- **The Challenges of HRM in Recruitment, Selection and Training for Professional Armed Forces** by Major Leo van Berkel, Mr. Maurice Snackers, and Mrs. Monika de Waal, MBA

- **Teambuilding, Syndicate work and Discussion**



Resident Workshop Session - Lecture

### Working Day Three

- **The Challenges of HRM in Downsizing to the Necessary Quantity and Upgrading to the Necessary Quality of the Military Workforce Needed in Professional Armed Forces and How to Maintain these Levels** by LtC Han Sum, Mr. Maurice Snackers, Mrs. Monika de Waal, MBA

- **Syndicate Work and Discussion**



Resident Workshop Session - Syndicate Work

### Working Day Four

- **The Challenges of HRM in Outflow of Military Personnel in Professional Armed Forces** by LtC Han Sum, Mr. Maurice Snackers, Mrs. Monika de Waal, MBA
- **Syndicate Work and Discussion**



Syndicate Work

### Working Day Five

- **Change Management and the Professionalizing of the HRM Personnel** by LtC Han Sum, Mr. Maurice Snackers, Mrs. Monika de Waal, MBA
- **Personal Action Plan, Lessons Learned and Questions** by Mrs. Monika de Waal
- **Group Evaluation and Handout of Certificates**

### Conclusions and Recommendations

The Workshop is a direct answer to the requirements of the current process of the

armed forces transformation in the countries of the region, from the system in which military service is a dominantly a legal obligation into the system that is based on all-volunteer military service.

NDC and RACVIAC have recognized the importance of the current reform of human resources management

European Security Integration

system as a key factor and prerequisite for the success of the aforementioned reform of the armed forces in the context of the so-called "professionalization".

This adjustment is particularly important for the countries in the region trying to finalize modernization of their military organizations and to finish the process of their own European security integration. The Kingdom of the Netherlands, as a country that underwent similar process in mid 90s, has attained significant experience in this field and from the very beginning displayed notable willingness to share it with the countries of the

Strategic Partnership

region. Thus, Netherlands Defence College was the natural choice for RACVIAC to become its strategic partner in the field of Human Resources Management studies.

This unique and successful cooperation should continue in the future providing our region with even more opportunities to share mutual experiences and develop existing knowledge.