Introduction

Three years ago, RACVIAC - Centre for Security Cooperation and the Netherlands Defence College (NDC) introduced the Human Resources Management Studies as a completely new field of activities for RACVIAC and its members. Both parties recognized the adaptation of Human Resources Management System as a crucial element and the ultimate prerequisite for a successful and overall completion of any armed forces reform process.

At the moment, the process of globalisation is the main driving force behind all ongoing changes. This tendency is also visible in the integration of national security systems. Countries which are part of the "globalization core" must adapt their armed forces to meet new security challenges, including new types of missions in which military units are mostly deployed out of their own national boundaries, on tasks which now as a rule include Small Intensity Conflict Operations and security coalitions. South East European countries have decided without exception to join this "core". In doing so, they have chosen all-volunteer forces as the ideal type of military organization for this era of globalisation.

In the case of creation of all-volunteer forces, prior to implementing any major changes, the reorganization of Human Resources Management System must be conducted. Otherwise, the stability of the national security system can be seriously disturbed. The majority of regional countries used to have or still have predominately compulsory military forces. The creation of a modern expeditionary all-volunteer armed force requires significant changes in Human Resources Management systems, not just as a consequence of a drastic shift in the primary source of personnel, but as a result of a number of issues generated by the new sociological and economical aspects of these changes. Unfortunately, the so-called "professionalization" process is often oversimplified and identified with the process of termination of the compulsory service. However, the entire process is far more complex and the main goal of the workshop was to provide the representatives of the invited countries with an insight into the personnel and organizational aspects of the transition from the conscript-oriented armed forces to expeditionary, professional armed forces. Those were the starting points for the creation of a corresponding workshop programme.

Activity Facilitators

The event was planned, organized and executed as a 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 entirely brought by the Netherlands Defence College, and it comprised:

- The challenges of HRM in the process of recruitment, selection and training of professional armed forces;
- The challenges of HRM in downsizing to the necessary quantity and in upgrading to the necessary quality of the military workforce needed in professional armed forces, and how to maintain these levels;
- The challenges of HRM in the outflow of military personnel in professional armed forces;
- Change management and the professionalization of HRM personnel.

Activity Venue, Duration and Participation

The workshop was held from 22 - 26 November 2010 in Zagreb (Croatia).
The workshop was attended and successfully completed by 11 representatives from various organizations within the defence systems of the countries of Southeast Europe, namely: Albania, Bosnia and Herzegovina, The Former Yugoslav Republic of Macedonia¹, and Moldova, including 3 lecturers, members of the NDC staff.

Activity Description and Contents

1 Turkey recognizes the Republic of Macedonia with its constitutional name.

Ambassador Nikola Todorčevski, Director of RACVIAC – Centre for Security Cooperation, opened the workshop together with colonel Frederik Besselink, Dutch Military Attaché to the Republic of Croatia.
In general, the workshop was planned as a series of interactive lectures, countries’ presentations, syndicate work and open discussions (exchange of experiences and lessons learned).

As the process of Human Resources Management itself is rather complex and gradual, the same principle of gradation was also followed in the implementation concept of the workshop. The participants were first given the opportunity to learn about the initial process of downsizing of military personnel in different services and branches. Following that, they were introduced to the change management during the entire process, and finally they had an opportunity to deal with new modalities of attracting, recruiting and adjusting the training of the professional military.
Five working days brought intensive schedule that was comprised of main topic lectures followed by syndicate work and presentations of group findings on a specific subject matter.

Content

Working Day One
- HRM Briefing by Mrs Monika de Vaal, MBA
- The challenges of HRM in recruitment, selection and training of professional armed forces by LtCol J.P. Sijm, MA&Mr J.J.M.A.M., Mr Snackers and Mrs Monika de Vaal, MBA

Working Day Two
- The Challenges of HRM in Recruitment, Selection and Training of Professional Armed Forces by LtCol J.P. Sijm, MA&Mr J.J.M.A.M., Mr Snackers and Mrs Monika de Vaal, MBA

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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 LtCol J.P. Sijm, MA&Mr J.J.M.A.M., Mr Snackers and Mrs Monika de Vaal, MBA
- Syndicate Work and Discussion

Working Day Four
- The challenges of HRM in the outflow of military personnel in professional armed forces by LtCol J.P. Sijm, MA&Mr J.J.M.A.M., Mr Snackers and Mrs Monika de Vaal, MBA
- Syndicate Work and Discussion

Working Day Five
- Change management and the professionalization of the HRM personnel by LtCol J.P. Sijm, MA&Mr J.J.M.A.M., Mr Snackers and Mrs Monika de Vaal, MBA
- Personal action plans, lessons learned and questions by Mrs Monika de Waal
- Group evaluation and handing out of certificates

Conclusions and Recommendations
The workshop was a direct answer to the requirements of the ongoing process of the armed forces transformation in the countries of the SEE region, from a system in which military service is predominantly a legal obligation into a system that is based on all-volunteer military service. The NDC and RACVIAC have recognized the importance of the current reform of human
resources management system as a key factor and prerequisite for the success of the overall reform of armed forces in the context of the so-called "professionalization". This adjustment is particularly important for the countries in the region trying to finalize the process of modernization of their military organizations and to complete the process of their own European security integration. The Kingdom of the Netherlands, having undergone a similar process in mid-90s, has gained significant experience in this field and from the very beginning has displayed notable willingness to share it with the countries of the region. Thus, the Netherlands Defence College was the natural choice for RACVIAC in selecting a strategic partner in the field of Human Resources Management studies.

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