

## ABOUT THE NECESSITY OF NEW MANAGEMENT MODELS OF NATIONAL SECURITY

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**Abstract:** *The evaluation of the security environment at the beginning of the 21<sup>st</sup> century, as well as the more and more complicated interactions between the international stage actors, found in a process of re-finding a new balanced state, is revealing the fact that national security management is becoming a more and more complex process, with a structure formed of very divergent components, but which are yet perfectly interconnected. A very important aspect in this vast scheme is represented by the intelligence analysis meant for intelligence security, the latter being forced to reshape itself in new managerial paradigms capable of assuring the performance of the national security system.*

*This new paradigm should form a new unitary system made of security management elements, which are innately different and have no direct links: security intelligence management, the management of permanent change (adjustment) to new forms of security environment, performance management as well as any actions and measures which lead to important changes in the structure and functions of the security system. Basically, which could be the nucleus of this new paradigm and the binding element applied to the national security management components? This and other related questions are waiting for an answer from the researches in the field.*

**Keywords:** *security, management, human resources, globalization, intelligence, hybrid terror, changes, state-nations, non-government powers*

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## **I**ntrouction

National security management has risen more prominently in the recent years along with unprecedented threats (or at least at an unprecedented level) exceeding all assessments based on traditional security paradigms. Security (national) management refers not only to the processes of command/control achieved within security institutions but rather to the coordination and synchronizing of the work of a multitude of components which are not directly related but which are considered from the perspective of system security as the wheels of a unitary mechanism<sup>1</sup>.

The emergence of the community and collective security environment, while preserving the existence of frozen conflicts and confrontations of the traditional (inter-ethnic, inter-religious etc.) kinds in the European Community area, makes solving problems more difficult as the process of globalization stirs reasons for conflict and sharpens them.

This great mechanism of national security is called to act simultaneously and coordinately within the five security dimensions (economic, political, military, social and environmental) in order to achieve the right forecast, to reduce vulnerabilities, to counter threats and meet security needs<sup>2</sup>. To do this, first of all information (security information and not only) must be well managed and used in a system that despite its many different components needs to be able to operate without pauses or interruptions.

The evolution of increasingly rapid and unpredictable domestic and international environment can only lead us to the need to practice certain improvements in the area of management, including the development of ideas and trends, especially in terms of government management, selecting proposals for creating a flexible but still performance-oriented management.

Such a management of permanent change, but also of securing / maintaining performance should be reflected in the structure / operation of intelligence structures involved in obtaining information for security. In the

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<sup>1</sup> Ion Duvac, *Intelligence și securitate națională* (curs), Editura Universității București, 2006.

<sup>2</sup> Luciana Alexandra Ghica, Marian Zulean; *Politica de securitate națională. Concepte, instituții, procese*, Editura Polirom, 2007.

modern security environment, the main element is the continual and increasingly harder to predict transformation, which gives rise to the need to put in place management tools capable of changing / adjusting themselves at the same speed. This means adopting a flexible system of national security, capable, through the analytical process (part of the management function prediction) to permanently identify the center / centers of gravity (priorities), critical points and lines of effort. Yet, the focus of this activity is still represented by information and the way it is managed.

**Security management components under the tide of change**

As mentioned previously, it is well known that management has to adapt to the evolution of the security environment. One of the most obvious trends in the international security environment is the predominant presence of vague threats, trivial, but perpetual, and acting in multiple directions or taking various shapes. In turn, they interact with each other and sum up the effects, which can cause crises at anytime. In this context, the security system is most often unable to predict, therefore maintaining an aggravating state of uncertainty.

Thus, at the beginning of the 21<sup>st</sup> century, states are trying to find the stability given by the nationalist model, heavily based on traditional values; however, they are also chained to the roller-coaster of globalization and under the persistent action of non-state actors acting especially in the economic-fiscal field. This state of facts implies a complicated and unstable security environment with unpredictable dynamics.

This can only lead to the need for changes in the structure and functioning of the security system, through the emergence of new fields and specializations (attributed to the new dimensions of confrontation) which will further revise structurally the assigned forces and allocate different functions to various segments etc.

The above-mentioned process will lead to the subsequent amendment of necessary tasks and active participants in the security system. This is the reason why it is necessary to involve an increasingly important segment of the civil society in activities meant for national security, because the citizens are not only the makers of security but also its ultimate beneficiaries. By ensuring public participation in specific actions of ensuring/ maintaining national security, the efficiency of the process will

also be achieved, which translates into a better ratio value between the amount of resources spent and the objectives achieved. The end state is achieving security objectives in the shortest time by using appropriate means, with a minimum of resources spent without or with minimal losses.

As previously said, information lies at the heart of security management activities<sup>3</sup>. That is, the security information intended for decision makers within the system. The process of gathering information for security is also complex but the most important one is the process of filtering and especially the analysis of information. Security information analysis represents the basic underlying action in forecasting the management of national security, thus pursuing a timely and accurate prediction of the evolution and configuration of the security environment, being the corner stone of a correct security decision management. It can be said, therefore, that the analysis made by intelligence structures represents the action of building a bridge between the reality of the security environment and the perception of decision makers. This analysis thus becomes the basis of the transformation of data into information security that will underpin political decision (in security field) as well as a management tool. The predicting function (within security management) is above all directly related to the quality and performance of the staff, that is, the quality of the human resources used. The way in which organizational management (the structural design) and the human resources management (among others, the selection and training of personnel etc.) is made, is extremely significant for the performance of the security system.

From this perspective, it should be noted that appropriate personnel management policies will ensure the transition from the reactive security culture (and corresponding paradigms) to the models of active-preventive security cultures.

From the perspective of adaptation and optimization mechanisms so as to increase their effectiveness, meaning that the adjustment of the system is made as quickly and accurately as possible, the *management of change* in the national security system is another important direction of action. Such action requires initial set up of a well-defined legislative framework which

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<sup>3</sup> Law 51/1991 regarding national security re-issued in Official Journal of Romania (Monitorul Oficial) no. 190 of March 18, 2014.

is well-adapted to national realities, and last but not least, structural changes are needed, including those referring to human resources. A good compilation of these elements would lead to achieving a coherent functioning of the system, linking in an appropriate manner the features of its components. This may set forth the need to adopt management models able to predict correctly at least on short term, analyzing data and generating accurate and useful information, placed strictly to the decision segment, that needs it in a timely manner. The security decision must be disseminated in a reticular manner (within a network) and transformed into a series of subsequent decisions to be sent to execution centers, whereas certain results of the analysis must be moved to centers of research and training of security staff. Such a reticular system must be characterized by speed and accuracy of actions and reactions, while having the ability to produce in a timely fashion the necessary changes to their structures and functions without syncope moments, without loss of data (on input) or even decreases of speed of action or reaction. This would mean operating in a similar fashion to that of a living organism in a good state of health.

An important aspect in achieving this type of system network is to set segments where the active fundamental role is given to the civil society<sup>4</sup>,

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<sup>4</sup> During Ceaușescu regime, population participated constantly and actively in ensuring national defense, through the organizations of Patriotic Guards and PTAP. The Patriotic Guards were military support formations, constituted among the people, especially among the workers employed on the industrial platforms of Socialist Republic of Romania; the decision to set up these support formation with a paramilitary character was made during the meeting of Executive Political Committee of the Central Committee of Romanian Communist Party on 21.08.1968, upon the proposition of Nicolae Ceaușescu endorsed by Petre Lupu, Mihai Dalea and Manea Mănescu and voted in favour of by the Executive Committee of C.C. of P.C.R.; from the legal point of view, Patriotic Guards were mentioned within Decree no. 765 of 04.09.1968 regarding setting up, organizing and functioning of patriotic guards, published in Official Journal of Romania no 116 of 05.09.1968, normative act subsequently turned into Law no. 39/1968; later on, support formations called *Gărzi Patriotice (Patriotic Guards)* were also included in the system of guarding state border through Decree no. 678/1969, subsequently modified by Decree no. 61 of 25.03.1981. Youth Training for Defending the Country (*Pregătirea Tineretului pentru Apărarea Patriei*): support formations constituted in the academic and highschool environment, made up of young people before the legal age of becoming conscripts, who were however involved in a potential fight led by the whole population for defending the homeland, having various support missions to accomplish; these formations also comprised the teaching staff of all

through direct participation of the population and / or of non-governmental organizations in certain activities in the field of security, especially in terms of defense and public order. It should be kept in mind that an appropriate functioning of the system of national defense can only occur with the participation and to the benefit of citizens, who actually represent the recipients of most of security components. Moreover, citizens' participation in defense (for instance) really has a traditional character, the multi-millenary history of Romania including numerous such cases. Consequently, a direct involvement of population in the activities meant for security would be based first and foremost on traditional values, on the nationalistic coordinates of education and nationalistic feelings making up the inner substance of national spirit and the binder of the masses.

Such an approach of achieving security through the system of traditional values and special focus on the nationalistic side may lead to facilitating the functioning of the security system in the sense of removing or significantly reducing the resistance tendencies (*hysterezis*) and thus, pushing away the danger of having asynchronous actions or reactions therefore, slow evolutions. Unfortunately, achieving such a security system would mean passing to a mentality that is highly different from the current one and, also, profound changes of security policy and legislation. All these are actions practically very difficult to perform in the current internal context. This leads to deficiencies caused by the lack of certain resources, but especially by serious problems connected to the quality of human resources.

This is actually the aspect generating another basic component of national security management, that is, *performance management* within the security system. The increased level of conflicting situations in this European region as well as the specter of a serious global crisis in energy have led to the stringent necessity of consolidating the state of security. This happens while the new challenges, evermore complex and atypical, rising in a volatile security environment, have generated new criteria of performance

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school units; the constitution and functioning of these support formations were regulated by Law no. 33 of 15.11.1968 regarding the training of youth for defending the homeland, issued in B.Of. no. 149/15.11.1968.

which are most of the time hard to meet even by the developed western states.

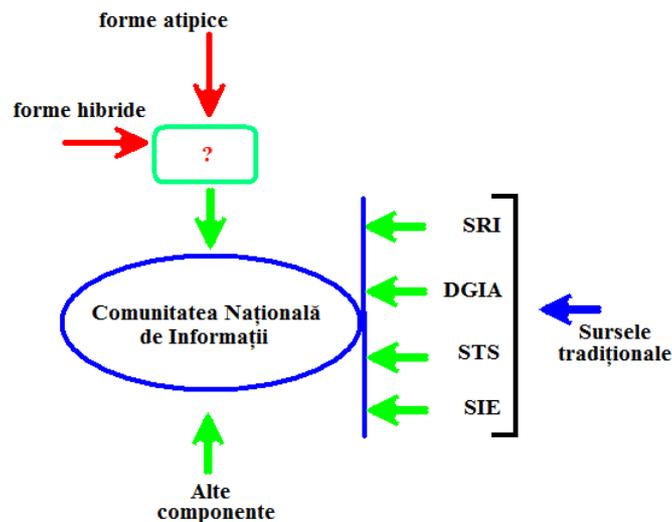


Fig.1 Schematic representation of the manner of collecting the security information meant to be processed at CNI level: intelligence structures (SRI, SIE, DGIA, STS and others) receive information using traditional, consecrated sources.

Still, the modern security environment is characterized, among other things, also by the action of certain means of aggression, evermore varied, many times unconventional, atypical, hybrid, acting in a multidimensional framework (geophysical, psychological, psychotronic, cybernetic etc.) with respect to which traditional means and methods are completely inefficient. Worse than that, the regular intelligence structures are most of the time completely unprepared with respect to acknowledging the technologies which form the grounds for atypical and hybrid action types. Therefore, there is a need to set up a component especially dedicated to countering these new threats. At this moment, Romania DOES NOT HAVE such a component, and thus the information regarding atypical, hybrid kinds does not get anywhere within CNI.

Recent events (the terrorist attacks on January 7th, 2015 and those on November 13th, 2015 from Paris) proved the existence of strategic

surprise and, also, revealed significant dysfunctional aspects of the security systems in countries theoretically regarded as well-protected from this point of view. It was proven, nonetheless, that the authorities were completely taken aback by the events, and especially by the rapidity with which they unfolded, as well as the directions they were coming from, incapable to manage in a proper manner the internal security situation and, at the same time, almost totally overwhelmed by confusion and stupor. Fortunately, Western states, among which France is such an example, hold however a quite appropriate capacity of reaction, which allowed a relatively rapid deployment of forces destined to countering terrorist aggression and, finally, identifying and annihilating the aggressors. Coming back now to Romanian system of national security, we will sadly notice that from the perspective of its quality, it is still a problematic system, unable yet to offer the products necessary for ensuring security needs. Fortunately, in Romania, there is still in force a part of (if not even thoroughly) the provisions of an old secret agreement of neutrality established during Ceaușescu regime: on Romanian territory, Islamist and Mosaic or Christian forces agreed not to commit any violent act, and so, Romanian territory hosted both Israeli or Palestinian soldiers (who were training and drilling for military missions) without ever having the smallest incident.

Fig. 2 The new model of management of national security has to take into consideration a few essential aspects, unfortunately not taken into account so far: the direct involvement of the population in certain segments of the security activity and preparing /training it through specialized units in the Ministry of Defense and the Ministry of Internal Affairs (ISU), activity that can only be performed efficiently if the whole legal framework regarding the possession and use of fire arms is fundamentally revised, as well as the legal regime of self-defense; at the same time there is a need for revising the legal framework regarding the selection and training of personnel meant for organizations belonging to the security system (in order to reduce or oppose corruption mechanisms), while part of the intelligence products of the National Intelligence Community is distributed towards research in the field, conducted especially in the academic environment and

the compounds of training security personnel, afterwards coming back to them as knowledge and expertise<sup>5</sup>.

Even after December 1989, in the circumstances in which the political leadership embraced Western (and Israeli) values, the general state of neutrality never stopped, so that a certain silent „truce” has been maintained between the Islamic communities (quite large on contemporary Romanian territory) and the Romanian state authorities, being in large measure under American/Israeli control. This situation is pretty easy to explain: Romanian territory is the place where important businesses are conducted by Arab businessmen, who are probably providing funds to some terrorist organizations in a more or less direct manner. In addition, on Romanian territory, there are large Islamic communities, even if they keep a low profile. Organizing terrorist acts on Romanian territory would not only produce the desired effects (as the Romanian population does not represent a proper environment) but would also cause irreversible damage to the businesses and tranquil living of Islamic community. In turn, this would only draw serious consequences on the Islamic cause and would not affect almost at all the enemy of Islam. Given these facts, despite the disappearance long ago of President Ceaușescu, the state of neutrality he established, still holds on.

Agresiuni neconvenționale non-NBC

acțiuni hibride	arme chimice adaptate arme biologice greu identificabile (mutanți) elemente de perturbare a ecosistemelor
acțiuni atipice	bombe incendiare cu aerosoli arme cu infrasonete și ultrasunete arme cu microunde arme cu emisii electromagnetice de ultra joasă frecvență
acțiuni asimetrice	terorism agitatori care provoacă revolte, greve etc. grupuri de cercetare-diversiune atentate și sabotaje realizate de personal specializat agresiuni psihotronice acțiuni imagologice

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<sup>5</sup> Costică Țenu (coordonator), Lucian Ștefan Cozma, *Utilizarea factorilor de mediu în scopuri militare. Agresiunea geofizică și impactul acesteia asupra fizionomiei, conținutului și dinamicii războiului*, teză doctorat, Universitatea Națională de Apărare, București, 2015.

Fig. 3 In the new circumstances of the conflict environment and given the volatility of the modern security environment, the models of national security management have to be adapted to new modalities of unconventional aggression, this time of non-NBC type that is, conducted without resorting to classical unconventional combat means. At present, within hybrid actions (partially combining traditional means with some that are new and very different) it is possible to resort to using chemical weapons very difficult to identify, which no longer belong to the classical category of unconventional weapons, as they are usually made of matters and substances to be found on the free market; the modern biological weapons are made through genetic mutations upon living creatures that are normally harmless, while within eco-systems, disturbing physical-chemical factors are being introduced through which large-scale damage is caused, without allowing action to be clearly identified and/or countered. Also, atypical combat actions may be conducted, in which they use completely unusual weapon systems, that act through elements such as aerosols, mechanic waves emissions from the non-audible specter, very low or very high frequency electromagnetic emissions etc. All these are also accompanied by asymmetric actions performed with the help of illegal combatants, most often infiltrated in the enemy strategic depth.

The fact that almost all main forces taking part in the contemporary global conflict (Americans / Israelis, Russians, various peoples from the Middle East and Asia, Turks, Kurds, Chinese people etc.) can be found on Romanian territory but without committing acts of aggression, but keeping a state of at least apparent peace, makes the tasks of Romanian security structures become relatively easier, not having to face the concrete and permanent threat of terrorist acts on Romanian territory. Despite these facts, weapon trafficking, as well as probably the transiting people (belonging to terrorist organizations) towards the West, are worrisome realities the Romanian state has to confront. This state of apparent quietness and tranquility led in Romania to the development of a problematic system of selection and preparation of personnel destined to security structures. In a state strongly affected by the corruption syndrome, in every segment of state apparatus, the normal system of personnel selection and training were

replaced to a larger or smaller extent with the mechanisms specific to corruption.

Such a state of facts has a decisive effect upon the quality of human resource which, as far as achieving security is concerned, is maybe the most important of resources. The low professional level of personnel leads to a low level of employment of the available means and thus to an accumulation of useless, redundant data and information, a flawed analysis of the data and obtaining erroneous information, difficulties in perceiving reality in a correct manner, the incapacity of generating valuable results of the security work, the indifference towards obtaining such results and, eventually, the incapacity to provide the necessary information / results to national intelligence beneficiaries.

In order to change this state of facts it is necessary to initiate measures of profound revision of the manner of selection and training of personnel and to elaborate a clear and firm normative framework in this respect which might change the current discretionary state of facts which leaves the doors wide open for the phenomenon of corruption, in all its aspects, with evermore negative effects upon security structures.

In order to create the optimal framework of a valuable management of security information, as well as generally speaking of the other components of the system of national security, the main issue was deemed to be that of establishing an integrating framework. Thus, it was decided that establishing a management system of national security based on a unitary structure, centralizing all the security information, may represent a good start in the effort of creating the modern, flexible and efficient model of management of national security.

This new model has to be characterized by the following:

➤the active and permanent participation of population in the activities of security (especially those of public order and defense) and the existence of certain programs of training the population and preparing them for various crisis situations.

➤the destruction of corruption mechanisms and removing the possibilities of their emergence and action at the level of personnel selection and training system, so as to have a highly qualified and highly loyal personnel;

➤the existence of strong leadership, capable of (re)acting to an unpredictable security environment and to atypical, hybrid, unconventional aggressions;

➤the capacity of ensuring the good functioning of the network-type system even in case of major crises or of failure in some segments of the network; at the same time, the capacity of information, IT, and cybernetic protection of data bases and networks of transmitting and processing data and information;

➤the timely and constant delivery of data and information to the research environment and professional training environment so as this information might generate knowledge that may be stored and used;

➤the capacity of the model (and the security culture accompanying it) to work efficiently in a volatile security environment, characterized by a high degree of uncertainty and, together with it, its capacity of adapting rapidly and well to radical changes.

Under the concrete circumstances of the present moment it is necessary to create an entity especially destined for unconventional (non-NBC) actions that are hybrid, asymmetric and atypical. Such actions, actually more and more specific to the modern conflict environment, comprise a vast multidimensional framework, exceeding a lot the current capacity of action or response of the traditional components belonging to the security system. The personnel involved in it is not (yet) prepared for answering to the new technologies on the market, being completely incapable of identifying new types of aggression (for instance, the geo-physical or psychotronic ones) and even less so of opposing them.

### **Conclusions**

Given all the aspects presented above, we can notice a series of issues that are both worrying and interesting with respect to the preoccupations destined to improving and adapting management models, for national security:

»the current management models do not take into account essential aspects related to the current confrontation environment, which is multidimensional and technology-based, regarding which Romania does not have any kind of expertise or elementary data and information either;

»although it is stated that the activity of the security system is ultimately meant for the citizen, citizens are almost not at all taken into consideration in the concrete activity of this system. Thus, re-thinking the management models for security will need to, among other things, reintroduce population (or some of its segments) among the active components of national security, through permanent training and endowment with equipment allowing the participation - in serious circumstances - of the population in the fight for defending and ensuring public order;

»the security system plan completely lacks the organization destined to identifying and countering unconventional (non-NBC), hybrid and asymmetric actions, at which level, attention should be paid to training personnel in the domain of the new technologies as well as research work in order to update and improve the systems of identification/countering;

»so far, nothing has actually been done for limiting or dismantling corruption mechanisms, which makes the system of selecting and promoting personnel within the organizations pertaining to the domain of security remain largely discretionary or full of unhealthy, hard or impossible to verify procedures.

All these reasons, together with many more that have not been mentioned here, lead us to the conclusion that there is still a lot to be done until we could get to a modern management model for national security. Undoubtedly, preoccupations in this regard have been more than a few; it only remains to be seen if the political factor is willing to embrace them...



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