

**HUMAN RESOURCES MANAGEMENT
THROUGH COMPETENCE AND COMPETENCIES
FOR SECURITY AND DEFENCE**

**ZARZĄDZANIE ZASOBAMI LUDZKIMI
POPRAZ UMIEJĘTNOŚCI I KOMPETENCJE
W ZAKRESIE BEZPIECZEŃSTWA I OBRONY**

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Abstract: In response to the missions, objectives and tasks of the Armed Forces and the Bulgarian Army, the formation of the necessary operational capabilities is directly related to the needs of the defence system of highly educated officers, sergeants, soldiers, civilian employees, with managerial skills and leadership skills. The acquisition of these is the result of the functioning of the military education system (MES), whose mission is to train military and civilian persons to acquire education, qualifications, competences and formation of values and attitudes, physical and psychological qualities corresponding to the needs of Armed Forces to build the necessary operational capabilities. Its achievement is at the basis of the formation of the military profession, as with the Decree of the Council of Ministers № 205

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of 30.08.2012 for adopting the ordinance on the state requirements for acquiring higher education in the specialties from military professional field, was recognized as a regulated profession. The purpose of this scientific research is to provide a scientific answer to the questions about the content and scope of regulated professions on the one hand, and on the other hand to clear the question is knowledge a resource, and finally to clear the question is competence management possible.

Streszczenie: W odpowiedzi na misję, cele oraz zadania Sił Zbrojnych i bułgarskiej armii, tworzenie niezbędnych zdolności operacyjnych jest bezpośrednio związane z potrzebami systemu obronnego wysoko wykształconych oficerów, sierżantów, żołnierzy, pracowników cywilnych, posiadających umiejętności kierownicze i przywódcze. Ich nabycie jest wynikiem funkcjonowania wojskowego systemu edukacji (MES), którego misją jest szkolenie osób wojskowych i cywilnych w zakresie zdobywania wykształcenia, kwalifikacji, kompetencji oraz kształtowania wartości i postaw, właściwości fizycznych i psychologicznych odpowiadających potrzebom Sił Zbrojnych w zakresie budowania niezbędnych zdolności operacyjnych. Jego osiągnięcie jest podstawą kształtowania się zawodu wojskowego, gdyż rozporządzenie Rady Ministrów nr 205 z dnia 30.08.2012 r. w sprawie przyjęcia rozporządzenia w sprawie warunków uzyskania przez państwo wyższego wykształcenia w specjalnościach z zakresu wojskowej specjalności zawodowej, zostało uznane za zawód regulowany. Celem tych badań naukowych jest z jednej strony dostarczenie naukowej odpowiedzi na pytania dotyczące treści i zakresu zawodów regulowanych, a z drugiej strony wyjaśnienie tego zagadnienia jest wiedzą jako zasobem, wreszcie możliwe jest zarządzanie kompetencjami.

Keywords: Strategic Management; Security and Defence Management; Human Resource Management; Human Resources Management for security and Defence.

Słowa kluczowe: zarządzanie strategiczne, zarządzanie bezpieczeństwem i obroną, zarządzanie zasobami ludzkimi, zarządzanie zasobami ludzkimi na rzecz bezpieczeństwa i obrony.

Introduction

In today's dynamic, variable and often unpredictable security environment, the rethinking of defence policies and priorities in building a modern and mobile structures of the Armed Forces, complied with the resource deficit, the need for properly functioning of human resources management system comes an agenda which is based on the competences and competence approach. This means management based on systemic thinking which is based on knowledge, skills, and personal qualities. Moreover, in recent years HRM theory and practice talk about the so-called competency and competence management as one of the "big ideas along with goal management and quality management and has become a key strategy for human resources"³. As the management competence is a set of knowledge, skills and behavior in the security environment with which to reach a final result, then answer the questions in the public domain in this direction are mixed. Moreover,

³ E. Vachkova, *Human Resource Management Training based on Competence*, Ljubliana, 2012. www.ibset.eu/docs/Ljubliana_BG.pdf.

competence management requires “the introduction of key competences”⁴ through which “to specify the content and objectives of the educational process”⁵ and the formation of “motivational, ethical, social and behavioral type”⁶ personal composition as a component of defence capabilities⁷.

On that basis, the questions about the content and scope of regulated professions are asked, and it is necessary to clear if it is possible the competence management to be done through the prism of the dynamic changes in the environment security of the “Europe 2020”, the European Qualifications framework (EQF), lifelong learning, the new programming period 2014-2020, the strategic documents of NATO and the European Union (EU), which are the basis of worthy member of our country in European knowledge society, as well as through the prism of the national strategic documents in the field of security and defence.

1. Profile of the Regulated Profession Officer at Tactical Level

(Ordinance on the State Requirements for Higher Education, 2012)

A regulated profession is one whose exercise is explicitly required to hold a diploma or other evidence of education as a condition for practicing at home and abroad. The acquisition and pursuit of the regulated military profession requires specific educational requirements, specialized knowledge and skills stemming from the membership of our country in the Euro-Atlantic structures to achieve the aims of abilities, with education at tactical, operational and strategic levels.

Training at the tactical level is in line with the state requirements for acquiring higher Bachelor education degree in the military professional direction in the specialties of the regulated professions “officer at a tactical level of command” which takes place in higher military schools.

The acquiring higher Master’s education degree in military professional direction in the specialties of the regulated professions “officer for operational management level” and “officer for strategic levels of command” is performed by the Military Academy in the Republic of Bulgaria⁸.

The inclusion of the military profession as a regulated profession is in the interest of optimizing and improving training and the acquisition of defence capabilities by

⁴ D. Timova, *Communicative Competence in the Military Educational System*, Publishing complex of the Vasil Levski National Military University, Veliko Tarnovo 2012.

⁵ Ibidem.

⁶ Ibidem.

⁷ S. Dimitrova, *Resource Management in the Dynamically Changing Security Environment*, Ruse, 2014.

⁸ Education Strategy of the Vasil Levski National Military University, Publishing complex of the Vasil Levski National Military University, Veliko Tarnovo 2013.

bringing the military education system in line with the NATO strategic doctrines and directives, the National Qualifications Framework of the Republic of Bulgaria⁹ and the related with them requirements for higher military education and vocational training.

And while the military education system is based on the integration of military and civil education, changes in the security environment and the business environment determine the problem of updating curricula in line with competition in the education market and labor market requirements. The solution of this problem is sought through competency approach in human resources management for security and defence, based on the knowledge as a resource and the formation of key and specific competencies of the learners from regulated “profession officer at a tactical level of command”.

The integration between military and civil education, in line with the new conditions, requires the planning of further professional careers of servicemen, consistent with their educational and professional orientation. On this basis, the establishment of the Human Resource Security Management System based on competence and competence management is crucial¹⁰.

It is possible to provide the competitive advantage of the capabilities of the servicemen of the regulated profession “officer at tactical levels of command” through the Competency Approach. The imperatives of this approach are: the acquired knowledge which is a result resulting from the education of individuals; formed habits which are result from professional experience and training; the way of communication, which is a result of the ability to communicate and work in a team¹¹.

Competency approach is a key to learning and understanding how to meet the challenges of dynamic changes in today’s security environment. The key competences are a combination of knowledge, skills and attitudes that are crucial to the development of servicemen. This means that, according to the European Qualifications Framework (EQF), the following eight key competences should be taken into account: communication in mother tongue, communication in a foreign language, basic mathematical competences, science and technology, digital competence, learning how to learn, interpersonal and civic competences, entrepreneurship and cultural expression¹².

These key competences are interdependent while the focus on each case is based on critical thinking, creativity, initiative, problem solving, risk management and

⁹ National Qualification Framework of the Republic of Bulgaria (2012), <https://www.mon.bg/%3Fh%3DdownloadFile%26fileId%3D1980+%&cd=1&hl=en&ct=clnk&gl=bg>.

¹⁰ S. Dimitrova, *Defence Resources Management in the Security Sector*, Veliko Tarnovo, 2011.

¹¹ S. Dimitrova, *Human Factor as an Element of Security and Defence Resources*, National Scientific Conference, Veliko Tarnovo 2008.

¹² The European Qualifications Framework (EQF), <https://www.navet.government.bg/bg/evropejskata-kvalifikatsionna-ramka/>.

decision-making. These competences should be acquired in the process of compulsory education and training and maintained through lifelong learning. They are partly integrated into the general reference levels and descriptors of the European Qualifications Framework (EQF). As such, they are the starting point for defining the competency approach for the trainee profile of the regulated profession “officer at a tactical level of command”¹³.

The competence approach at the Vasil Levski National Military University is in forming the profile of the learners from the regulated profession “officer at a tactical level of command”.

Therefore, the objectives of the competence approach are:

- creating an integrated system for modular training for the regulated profession “officer at a tactical level of command” and specialists with higher education, who have strong positive moral and volitional qualities, with developed intellectual and physical abilities and with knowledge and skills for management of resources (financial, material, information, human) and for research work;
- building up-to-date training facilities and infrastructures based on information technology and web-based training applications;
- implementating the new educational technologies of modern higher education, oriented towards adding value of knowledge according to the necessity of the specific person, in accordance with the needs of the Ministry of Education, the Armed Forces, the Bulgarian Army and the labor market;
- developing the academic staff and improving its qualification in educational and scientific fields, professional fields and specialties, forming the general and key competencies, according to the requirements of the regulated profession “officer at a tactical level of command” and the specialists with higher education in Bachelor, Master, Doctor and Doctor of Sciences scientific degree;
- expanding and diversifying applications of the activities of the academic staff of the university through diversification of users of educational and scientific product – other ministries, departments and organizations.

Achieving these defined goals of competence and competency management could be through:

- management of educational and scientific activities in accordance with the legislation;
- combining the single leadership with academic autonomy and self-government;

¹³ S. Stoikov, *Dynamics of the environment for education and training in the field of security*, Publishing complex of the Vasil Levski National Military University, Veliko Tarnovo 2016.

- efficiency and effectiveness of the functioning of higher education institutions and scientific organizations;
- adequacy of the training, according to the requirements of the applicants;
- compliance with the national and Union doctrines and standards;
- unity of education and training;
- system, consistency and continuity between the different levels of education and levels of qualification, modules and stages of preparation;
- interdependence between cognitive process, market orientation and practical realization (capabilities) – openness, mobility and competitiveness – development of the academic potential of the Vasil Levski National Military University.

The set of tasks to be solved with the applicability of the competence management approach includes:

- elaboration of a profile model from the competencies of the “officer at a tactical level of command”, in accordance with which the qualifications for acquiring higher education in the Bachelor's degree program are developed in the professional field of Military Affairs in the specialties of the regulated profession the “officer at a tactical level of command” and related civilian specialties, in accordance with the missions, objectives and tasks of the Armed Forces and the Bulgarian Army resulting from the dynamic changes in the security environment and the membership into Euro-Atlantic structures;
- development of a profile of competences in the training of specialists with higher education at the Bachelor's and Master's degree programs in civilian specialties, oriented to the needs of the labor market;
- elaboration of curricula in accordance with the state requirements for acquiring higher education in the Bachelor's degree in the military professional field in the specialties for the regulated profession “officer at a tactical level of command”, and the state requirements for acquiring higher education in the Bachelor, Master, Doctor and Doctor of Sciences scientific degree in higher education in accredited professional fields and specialties;
- synchronization of specializations for training officers for a tactical level of command with the requirements for military specialties providing job development;
- development and updating of training programs for officers for the tactical level of command and for the specialists with higher education in the Bachelor's and Master's degree, according to the requirements of the consumers and the labor market, in coordination with the relevant structures of the MoD;

- implementation of new opportunities for lifelong learning through the modernization of the Distance Learning Center at the Vasil Levski National Military University;
- conducting foreign language training in the military education and training system to enable trainees to acquire the necessary knowledge and skills to meet the English language proficiency levels required in their job descriptions according to NATO Standard STANAG 6001;
- provision of mobility under the Erasmus + sectoral program;
- improvement of the quality of training by improving the management systems at the Vasil Levski National Military University;
- construction of a system for qualification and career development of the academic staff at the Vasil Levski National Military University in compliance with the requirements of the law for the development of the academic staff and the requirements of STANAG 6001;
- improvement of the cabinet and laboratory facilities with a main focus on the construction of training simulation complexes with simulation opportunities and computer assistance in the training of the regulated profession “officer at a tactical level of command”;
- acquiring practical skills in a real environment with participation in command tactical exercises, and practice in the formations and in the structures of the public-private economy.

The Vasil Levski National Military University takes into account and organizes the education and training process of cadres for regulated profession “officer at a tactical level of command” with the requirements of the end user – the Armed Forces of the Republic of Bulgaria. But consumers are also the learners who can choose from the many alternatives where to gain their knowledge, education and qualification and who have preferred the Vasil Levski National Military University. This means that the competitive alternative provided by the University to the training applicants implies a high and difficult entry level and a high quoted level of output through acquired knowledge and qualifications.

Military education at the Vasil Levski National Military University is a complex of teaching technology, academic staff, scientific potential, infrastructure, buildings, educational material and polygon base for training in the military Bachelor degree in the regulated profession “officer at a tactical level of command” and civilians in Bachelor, Master, Doctor and Doctor of Sciences scientific degree in higher education in professional fields and doctoral programs, foreign language training and post-graduate qualification for a specific position.

The training of officers for tactical levels of command is in accordance with the state requirements for obtaining Bachelor higher education degree in military professional direction in the specialties of the regulated profession “officer at a tactical level of command” that meet the requirements of the Higher Education Act

and the Defence and Armed Forces Act of the Republic of Bulgaria, Decree of the Council of Ministers 205 / 30.08.2012.

The training in specialties of the regulated profession “officer at a tactical level of command” is based on a single curriculum (academic training, military training, leadership training, language training and physical training), the development of which is in accordance with the requirements of the Ordinance on state requirements for obtaining Bachelor higher education degree in military professional direction in the specialties of the regulated profession “officer at a tactical level of command” approved by the Minister of Defence, agreed with the Minister of Education and Science.

The scientific study on the motivation for education and training on the cadets in several consecutive years in the military professional field, specialising in Organisation and Management of Military Units at a Tactical Level was conducted at the National Military University in Bulgaria. Students and cadets in the first year of their training are included as control groups for comparison. The study on learners’ motivation goes through several phases – diagnostic, basic and final. In order to clarify in detail the learners’ motivation for education and their satisfaction, the following areas were explored: studying specific subjects and topics and their relationship with the professional development of cadets and civilian students as future leaders; rigor of the academic program and its relationship to the academic achievements of cadets and civilian students; personal participation of cadets and civilian students during seminars and exercises; connection between learning process and future realisation of cadets and civilian students as good military commanders or good civilian managers; different methods for motivation used by academic or command staff and their influence on the behaviour and motivation of cadets and civilian students in the learning process; impact of military organisational culture on individual performance. With conviction, we can argue that this study shows both the problem areas in the learning process and the ways of solving them¹⁴.

An integral part of the unified bachelor’s degree curriculum for the Bachelor’s degree in professional military direction in the specialties of the regulated profession “officer at a tactical level of command” is the training in civil subjects from another professional field.

The specificity of the unified curriculum for civil and military specialty at the University is the conformation of the philosophy that the choice of the civilian specialty should be in line with the higher education market and with the labor market as the foundation for the upgrading of the respective specialty from the professional

¹⁴ E. Petrova, *Specific Subjects of License Academic Program – an Important Stage of Professional Development of Future Military Leaders at the National Military University, Bulgaria*, “The Annals of Spiru Haret University, Romania”, Vol. 6, Issue 3, 2016, pp. 113-119; E. Petrova, *The influence of positive reinforcements on motivation for education and training activities*, “Journal of Economic Development, Environment and People”, Vol. 6, Issue 3, 2017, pp. 6-15.

field. The training in civilian specialty fully complies with the requirements of the Higher Education Act, the Credit Accumulation and Transfer System, the Physical Education and Sport Act, etc.

The curriculum of the civilian specialty is a sample of the unified curriculum for the training of the learners from the regulated profession “officer at a tactical level of command”. The structuring of the disciplines in the unified curriculum of military and civilian specialty is at a modular principle and is subordinated to the philosophy of logical consistency¹⁵.

The learners acquire knowledge of:

- basic humanities, as the methodological part of the Armed Forces' regulatory framework and NATO's main staff procedures and standardization documents;
- fundamental principles and methodology for resource management (material, financial, human and informational) that are the basis of planning, organizing, conducting and reporting of combat training, techniques and armaments in the subdivision, the provision of combat operations, the foundations of management of crises and the involvement of formations in operations other than war and computer simulation of tactical subdivisions.
- This knowledge allows learners to acquire the skills for:
- compliance with order, discipline, military ethics and morality, adaptation to changing environment;
- organizing and conducting classes through the use of appropriate training and education methods and the possession of basic computer skills.
- Through the acquired knowledge and abilities in the training process, the foundations of the leaders of the tactical level of management are set. They are able to:
 - analyze management processes and take management decisions in command of structures entrusted to them;
 - survive in an undefined environment;
 - be familiar with the rules of military ethics and protocol;
 - have a linguistic culture in professional and private conversations to use literature in English according to the requirements of STANAS 6001;
 - form the competence of a leader.

Upon the completion of the full training course, the cadet from the regulated profession “officer at a tactical level of command” should be with:

- positive moral and voluntary qualities;
- sufficient knowledge in the field of military, technical and social sciences, allowing a correct understanding of processes and phenomena in modern society;

¹⁵ S. Dimitrova, *Defence...*

- knowledge of the economical and efficient management of material, financial, human and information resources;
- management skills in platoon and company conditions and their equivalents, which allow him to improve himself or herself in the management of large military formations;
- intellectual and volitional abilities and capability for research related to the security of the state and local government;
- high general culture and communicative abilities.

As a result of his training, the officer acquires higher education in the specialties of the regulated profession “officer at a tactical level of command” in Bachelor’s Degree in the military professional field in the security and defense higher education area.

The officer at a tactical level of command must be prepared to solve the following tasks:

- to plan, organize and manage the personnel training;
- to maintain a high level of readiness for the assigned unit;
- to participate with its subordinate unit in rescue and emergency emergency and rescue work in case of natural disasters, industrial accidents, accidents and dangerous pollution in the country;
- to participate in national and multinational operations and operations other than war.

Competency approach allows the officer at a tactical level of command, after completing its training, to have the following new capabilities:

- modeling phenomena and processes by applying creatively the acquired knowledge in its multilateral activity;
- commanding the assigned formations with the competence of a natural leader;
- organizing and managing activities at the tactical level in the assigned formations;
- organizing and conducting practical lessons with the subordinates and using appropriate training and learning methods;
- managing the technique, equipment and technical means;
- adapting successfully in different situations, to work in a team and to carry out continuous control and impact on the subordinates;
- analyzing data, facts and processes for making optimal decisions and actions in critical situations;
- communication with the different categories of military personnel and leading the official communication;
- introducing order, discipline and observance of the military ethics among the subordinates;
- maintaining trust and authority and having the ability to take reasonable risk;

- implementating NATO's standardization agreements and allied publications in its practical work;
- using English to a degree allowing conversation on professional and household topics;
- using literature in English according to the requirements of STANAG 6001 at level 2-2-2-2;
- possessing basic computer skills for developing word processors and presentations;
- building self-control and wisdom, determination, insistence and initiative, military honor and dignity;
- implementing psychological leadership at critical moments.

Conclusion

The Vasil Levski National Military University has the ambition and the ability to train personnel from the regulated profession "officer" at different levels of management (tactical, operational and strategic) and civil servants for acquiring education, qualification, competencies, appropriate motivation, optimal psychological and physical qualities corresponding to the needs of our armed forces and the state administration. This corresponds to the mission of the Human Resource Security Management System based on competencies and competency management, the achievement of which enables the transformation of knowledge into capabilities and realization of intelligent growth in the security and defense system.

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